UMVOTI MUNICIPALITY

UMVOTI FINAL 2015/2016 IDP REVIEW

30 June 2015

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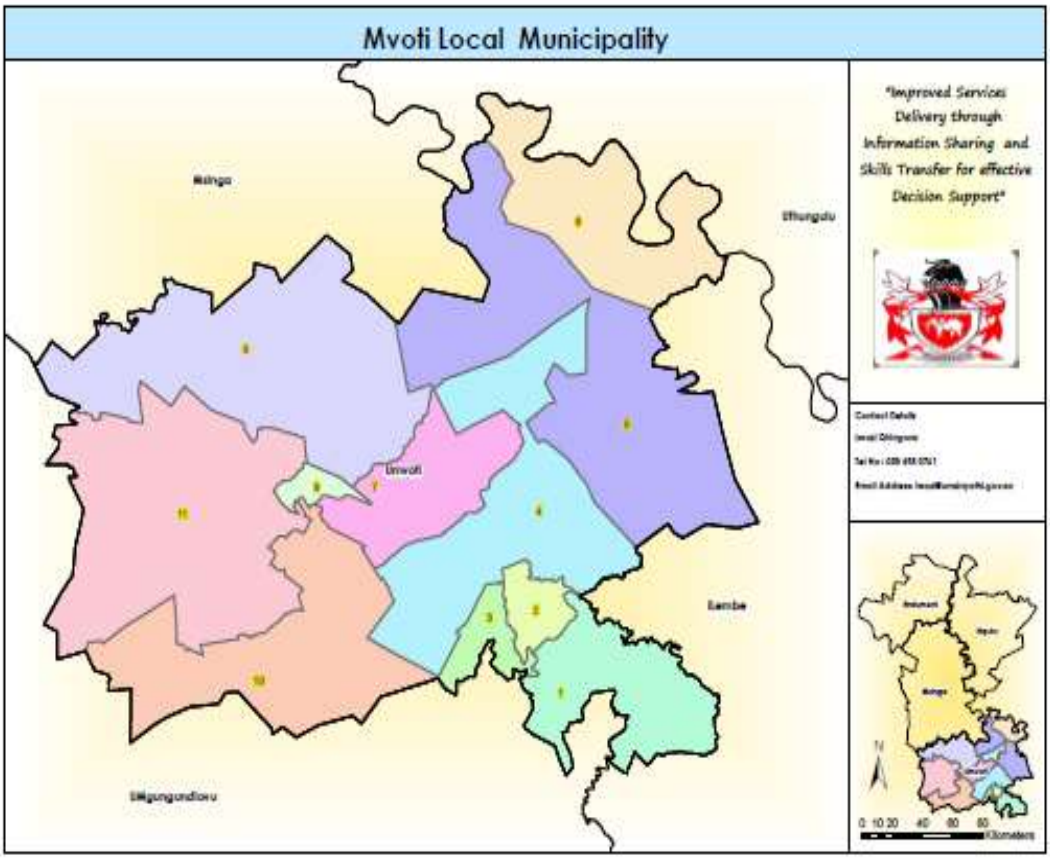
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1	Spatial Development Framework
2	Disaster Management Plan
3	LED Strategy
4	Housing Plan
5	Organogram

SECTION 1: EXECUTIVE SUMMARY

1.1 WHO WE ARE

Umvoti Municipality is one of the local municipalities falling under Umzinyathi District Municipality. It is situated approximately 75km from Pietermaritzburg and 55km from Stanger, and includes the urban centres of Greytown and Kranskop. It is about 2509km² in extent and its population is estimated at 103 092 (Statsa 2011) people who are spread unevenly among the eleven wards.The Municipality is located on the Southern part of Umzinyathi District and borders onto uMgungundlovu District to the South, Mshwathi Local Municipality, and largely falls within the Pietermaritzburg functional economic region. The parts of the municipality that borders onto iLembe District enjoy the influence of Stanger-KwaDukuza economic region. The municipality is also well integrated into the Provincial transportation network. Route 33 serves as a major link between Greytown and Dundee while R74 connects the urban centres of Greytown, Kranskop and Stanger.

Figure 1: Umvoti Locality Map



Umvoti municipality comprises of eleven (11) wards of which only four has an urban component (wards 5, 7, 9, 10). The whole of ward nine (9), Greytown is urban in nature and is the main town and the primary centre of the Umvoti municipality. Ward seven (7) is partial urban (township) and the other component is rural (Nseleni area). Ward ten (10) is also partial urban (portion of a township) and the other component of the ward is farm land. Ward five (5) comprises of the town of Kranskop and traditional authority area of Amakhabela. There are eight (8) traditional authorities in Umvoti, namely:

- Amakhabela 1
- Amakhabela 2
- Mthembu-Sithole
- Cele Nhlangwini
- Bomvu
- Ntanzi
- Zondi
- Machunwini

1.2 DEMOGRAPHIC PROFILE

Umvoti is the one of 61 Municipalities in the Province of KwaZulu-Natal and forms art of the UMzinyathi District. It has a population of 103 092 (20.1%), according to the Census 2011 data, compared to 92 294 in 2001. This translates into a growth rate of 1.11% per annum for the period between 2001 and 2011.

The gender profile of the area indicates that over a ten year period, the female population still outnumber the male population, representing 56% of the population. The male population increased with approximately 4 854 people between 2001 and 2011, while the female population increased with approximately 5 942 people. In other words, the growth rate of the female population is higher than for the male population.

The age profile of the area shows a large youthful population with approximately 75% of population under the age of 34. The population between the age of 0 - 4 increased with approximately 17.5 % between 2001 to 2011, suggesting that the birth rate is higher than the overall municipal population growth rate. The large youthful population also indicates the need for educational facilities and the creation of employment opportunities, as well as youth development programmes.

1.2.1 SOCIO-ECONOMIC PROFILE

The majority of the population that appears to have some form of education increased, over the past ten years (2001 – 2011), while those with no schooling decreased. In 2001, 37.3% of the population had primary education, 23.5% (6.2% was Grade 12) of the population attended secondary school, and only 2.8% had some form of higher education. This changed over the past ten years. According to Census 2011, 35% of the population have secondary education (12.8% is Grade 12), 32.4% have attended primary school, and only 2.6% have some form of higher education.

This large population of Grade 12 candidates indicates the need for higher (tertiary) education facilities within the area. Education has a very important impact on people's quality of life and the economy of a municipality, since it determines to a certain extent the type of employment of the economically active population.

The employment statistics indicate that the unemployment rate in Umvoti has decreased significantly from 40.7% to 30.4% between 2001 and 2011. However, although the youth unemployment rate has also experienced a decrease from 48% in 2001 to 38% in 2011, this percentage is still higher than the unemployment rate and a cause for concern.

The employment statistics indicate that only 15.9% of the entire population were employed within Umvoti Municipality in 2001 and is currently at 16.2% (2011). This area needs more economic development interventions as the amount of economically inactive population has increased and indicates that the dependency rate is increasing.

In terms of Individual monthly Income, 35.1% of the entire population have no income and 34.4% earns less than R800 per month. Thus, the majority (84.7%) of the entire population earns less than R1600 per month, which still falls within the lower income categories. An interesting phenomenon is that the amount of people with no income has decreased between 2001 and 2011, which suggest access to some form of income.

1.2.2 ECONOMIC MATTERS

Table 1: The key economic sectors in terms of 2011 Quantec data within Umvoti Municipality included:

SECTOR	SHARE % OF GVA
General Government Services	17.3
Wholesale and Retail trade, Catering and Accommodation	16.0
Manufacturing	15.8
Finance, Insurance, Real Estate and Business Services	14.1
Agriculture, Forestry and Fishing	12.6
Community, social and personal services	8.5
Transport, storage and communication	8.4
Construction	3.1
Mining and quarrying	2.6
Electricity, gas and water	2.2

Source: Calculations based on Quantec data, 2011

1.3 HOW WAS THE PLAN DEVELOPED

The review process will be guided by a Process plan which was adopted by Council and advertised for public information. The process is aligned with the timeframes for the budget and Performance System. It is acknowledged that some of the meetings were rescheduled.

Table 2: 2015/2016 IDP/Budget Process Plan Summary

No.	MILESTONES/ACTIVITIES	TARGET DATE	RESPONSIBLE PERSON/STRUCTURE
1	Approved Departmental SDBIPs /Scorecards – S53 MFMA	30 July 2014	Administrator/MM
2	4th Quarterly performance assessment of Section 54 & 56 as required by Section 28 (1) of the Performance Regulations	30 July 2014	Planning Department, Office of the MM
3	Prepare 2015/2016 IDP/Budget & PMS Process Plan	29 July 2014	Planning Department
4	Submit Draft Process Plan to COGTA	31 July 2014	Planning Department
5	Finalize Performance agreements and plans for Section 56 Managers for 2014/2015	31 July 2014	MMs Office/Planning Department
6	MEC Panel Assessment	01 August 2014	COGTA
7	UDM 1st Joint project Steering Committee (Evaluating progress of the IDP Sector Plans, and alignment of the process and framework plans)	06 August 2014	Umzinyathi District
8	Sustainable Living Exhibition	22-24 August 2014	Planning Department
9	Submission of the draft annual report to Auditor General, COGTA and Provincial Treasury	29 August 2014	Finance Department Planning Department
10	Adoption of the 2015/2016 IDP, Budget and PMS Process Plan by Council	29 August 2014	Planning Department
11	Advertisement of the 2015/16 IDP, Budget and PMS Process Plan	3 -23 September 2014	Planning Department
12	Planning Indaba	26 September 2014	COGTA

13	Collect data to review status quo of the municipality through the Community Based Planning approach. Preparation of the status quo report	1 – 30 September 2014	Planning Department & internal departments
14	1st Quarterly assessment of Section 54 & 56 Managers as required by Section 28 (1) of the Performance Regulations	13 October 2014	Planning Department Office of the MM
15	Various departments finalize staff structure and staff budgets (salaries)	17 October 2014	Internal departments
16	Ward Councillors arrange Ward Committee meetings to identify Ward priorities	17-27 October 2014	Ward Councillors & Planning Department
17	Special Council Meeting to discuss ward priorities	28 October 2014	Planning Department
18	1st Steering Committee Meeting – Presentation of the MEC Comments Action Plan and IDP Situational Analysis	27 October 2014	MANCO
21	MANCO finalize departmental draft Operating Budget	3 November 2014	Internal Departments
22	Review Sector Plans and policies	3 November 2014 – 31 March 2015	Internal departments
23	IDP Alignment Session	04-21 November 2014	COGTA, municipalities and other stakeholders
24	MANCO finalize draft departmental Capital Budget	10 November 2014	Internal departments
25	Tabling of Oversight Report to MPAC	19 November 2014	MM's Office
26	Strategic Planning Workshop	19-21 November 2014	MM's Office
27	1st IDP Representative Forum	26 November 2014	Planning Department
28	Chief Financial Officer to consolidate Departmental draft budget	28 November 2014	Finance Department
29	Develop measurable objectives for the next financial year and include the required budget for achieving those objectives	28 November 2014	Internal departments
30	Mayor convenes Special EXCO meeting for each Department Manager to motivate staff structure, operating and capital budget	04 December 2014	EXCO

31	IDP Best Practice	05 December 2014	COGTA
32	Tabling of Annual report and Oversight report to Council	10 December 2014	Finance Department
33	Chief Financial Officer to finalize draft budget and submit to Special EXCO convened by the Mayor	12 December 2014	Finance Department
34	Special Council – AG's Report and Adjustment budget	15 January 2015	MM's Office and Finance Department
35	Chief Financial Officer to review the under mentioned by: Council reviews credit control, indigent relief, rates and tariff policies Chief Financial Officer reviews national & provincial allocations to municipality for incorporation in the draft budget	23 January 2015 23 January 2015 27 January 2015	Finance Department
36	Submission of the 2014/15 mid-year performance report to the Audit Committee and subsequently to Council	28 January 2015	Finance Department
37	Chief Financial Officer integrates draft budget with IDP and in consultation with Mayor revises budget	30 January 2015	Finance Department
38	2nd Quarterly performance assessment of Section 54 & 56 as required by Section 28 (1) of the Performance Regulations	2 February 2015	Planning Department, Office of the MM
39	Council IDP/Budget/PMS Workshop	5 February 2015	Planning Department Finance Department
40	Provincial IDP Stakeholders Meeting	13 February 2015	COGTA
41	UDM 2nd Steering Committee Meeting – Alignment of programmes and Projects, Presentation on the progress of the 2015/16 IDP Review and Budget	February 2015	Umzinyathi District MANCO/EXCO
42	Finalization of Draft 2015/16 IDP Review Report and identification of gaps	27 February 2015	Planning Department
44	2nd Steering Committee Meeting – Presentation on the progress of the 2015/16 IDP Review, sector plans and the budget	9 March 2015	Planning Department

45	UDM 2nd IDP_LED Technical Committee Meeting (IDP Representative Forum) presentation of the draft IDP for comments and also to obtain feedback on key municipal projects submitted to Sector Departments and Private Sector.	12 March 2015	Umzinyathi District Manager IDP/PMS & LED Manager
46	2nd IDP Representative Forum	18 March 2015	Planning Department
47	Special Full Council, Tabling of Draft IDP and budget for 2015/2016 financial year	26 March 2015	EXCO & Full Council
48	Submit draft reviewed 2015/2016 IDP to COGTA	27 March 2015	Planning Department
49	Advertise draft IDP and budget for Public Comments for 21 days as required by the Municipal Systems Act	1 - 24 April 2015	Planning Department
50	Convening of Decentralized IDP Assessment Forums	07 – 29 April 2015	COGTA
51	Amend Report to reflect additional information received through consultation. Incorporate comments from COGTA assessment panel	April - May 2015	Planning Department
52	Public consultation – IDP/Budget road shows	4 – 13 April 2015	Office of the Mayor, Finance Department, Planning Department
53	Special Council consider public input	23 April 2015	Finance Department, Planning Department
54	Decentralized IDP Assessment Forum - Analysis of draft IDPs based on IDP Assessment Framework	24 April 2015	COGTA Sector Departments and Municipal Representatives
55	IDP Assessment Feedback Session	8 May 2015	COGTA Sector Departments Municipal representatives
56	3rd Quarterly performance assessment of Section 54 & 56 as required by Section 28 (1) of the Performance Regulations	18 May 2015	Planning Department, Office of the MM

57	UDM 3RD Joint Project Steering Committee - to finalize and align the programmes and projects, and key strategic issues	May 2015	UMzinyathi District Manager:IDP/PMS & Chief Planner
58	UDM 3rd Steering Committee Meeting – Final Alignment and Integration of the IDP and Budget	May 2015	Umzinyathi District
59	3rd Steering Committee Meeting – Final Alignment and Integration of the IDP and Budget	18 May 2015	Planning Department Finance Department
60	MANCO Meeting – Finalize KPIs and performance targets and organizational scorecard	22 May 2015	Steering Committee
61	Special Council – Budget Approval	28 May 2015	Full Council
62	Final Adoption of IDP/ Budget/PMS/SDBIP by Council	25 June 2015	Full Council
63	Notification of public and interested and affected stakeholders of IDP/ Budget adoption. (advertise in GTN Gazette)	01 July 2015	Planning Department, Finance Department & MM Office
64	Submission of final IDP to COGTA	30 June 2015	Planning Department
65	Approve Departmental SDBIP / Scorecard – S 53 of MFMA	31 July 2015	Mayor / MM
66	4th Quarterly performance assessment of section 54 & 56 as per Section 28(1) of the Performance Regulations.	3 August 2015	Planning Department & MM Office

The consultation plan below highlights the public consultation meetings that took place for the 2015/16 financial year:

Table 3: Consultation Plan

WARD	DATE	TIME	VENUE
1	08/04/2015	09H00	Vikindlala Hall
1	08/04/2015	12H00	Makhabeleni Tribal Court
1	08/04/2015	15H00	Mbovu Tribal Court (Njengabantu)
2	09/04/2015	9H00	Gwinyamathe Hall
2	09/04/2015	12H00	Mbangweni Hall
3	07/05/2015	09H00	Mbuba Hall
3	07/05/2015	12H00	Ntembisweni Hall
3	08/05/2015	15H30	Mzoniwe Primary School (Mdlelanto)
4	14/04/2015	09H00	Eshane Hall
4	14/04/2015	12H00	Thulini Creche
5	13/04/2015	09H00	KwaSenge Hall
5	18/05/2015	12H00	Kranskop Hall
6	20/04/2015	09H00	Ophofini Hall
6	20/04/2015	12H00	Gcothoyi Hall
6	20/04/2015	15H00	Madekeni Primary School
7 & 10	14/05/2015	17H00	Enhlalakahle New Hall

7	17/05/2015	12H00	Nseleni Hall
8	16/04/2015	09H00	Ngome Hall
8	16/04/2015	12H00	Sheshisamsamo Primary School
All wards (Umzinyathi District)	22/04/2015	15H00	Greytown Town Hall
10	15/05/2015	16H30	Upper Umvoti School
11	13/05/2015	09H00	Mbalane 2 Creche
11	13/05/2015	12H00	Mbalane 1 creche
11	13/05/2015	15H00	Tshekane sports field

1.4 LONG TERM VISION

The Council formulated a long term vision which reads:

"By 2030, Umvoti shall be an internationally recognised municipality which embraces rural development, economic growth, sustainability, social cohesion and a people centred society."

1.5 KEY CHALLENGES

The main key issues are derived from the SWOT analysis of the municipality and other existing sector plans.

Table 4: Key Challenges

KPA	KEY CHALLENGE
Basic Service Delivery	• Dilapidated Infrastructure • Electricity Network constraints • Financial Constraints to address the backlogs
Local Economic Development	• Financial constraints to support LED projects • High rate of unemployment • Low skills level
Good Governance, Community Participation and Ward Committee Systems	• Effectiveness of IGR structures • Non-alignment of municipal and government departments programmes
Municipal Transformation and Organizational Development	• Communication Strategy not in place • Skills development plan and policy not fully implemented • Integrated Information System not in place • HR policies not fully implemented
Financial Viability and Financial Management	• Overspending of operational budget • Under spending of capital budget • Critical Vacancies not filled • Non-compliance with SCM procedures
Cross Cutting Interventions	• Dispersed, low density settlements • Weak road and communication linkages • Poor management of natural environment • High cost of infrastructure and financial constraints

1.6 UMVOTI PERFORMANCE MANAGEMENT SYSTEM

Umvoti Municipality appointed a Service Provider to assist the municipality to review its Organisational Performance Management System during the 2014/2015 financial year. The

OPMS Framework was adopted by Council and it specifies the procedures and processes that the municipality needs to adhere to.

1.7 MEASURING AND MONITORING PROGRESS

The Organisational Performance Management System Framework recommends that the organisational scorecard of the Municipality be reported on a quarterly basis to the Executive Committee. The same will apply to the various departmental SDBIPs. The Municipal Public Account Committee (MPAC) has been established in order to exercise oversight role. The Audit Committee and Performance Audit Committee have been established in order to also assist the Council with the oversight role.

SECTION 2: PLANNING AND DEVELOPMENT PRINCIPLES AND GOVERNMENT POLICIES AND IMPERATIVES

2.1 INTRODUCTION

Integrated Development Planning is a **process** through which municipalities prepare a strategic development plan, for a five year period. The Integrated Development Plan (IDP) is a **product** of the integrated development planning process. The IDP is a principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making in a municipality. All municipalities have to undertake an integrated development planning process to produce integrated development plans (IDPs). The IDP is a legislative requirement and its legal status supersedes all other plans that guide development at local government level.

This section focuses on Planning and Development Principles that guide the IDP. Furthermore this section also focuses on the national and provincial priorities and policies.

2.2 LEGISLATIVE FRAMEWORK

2.2.1 MUNICIPAL SYSTEMS ACT (No. 32 of 2000)

In terms of Chapter 5 of the Municipal Systems Act, 2000 all municipalities are required to prepare and adopt Integrated Development Plans. Section 26 also lists key components that an IDP must reflect which are summarised as follows:

- The Council's Vision for the long-term development of the Municipality;
- An assessment of the existing level of development within the Municipality, including the identification of communities without access to basic municipal services;
- Council's development priorities and objectives, inclusive of its local economic development, as well as the internal transformation needs;
- Council's development strategies, which must be aligned with any national or provincial plans and planning requirements binding on the Municipality in terms of legislation;
- A municipal Spatial Development Framework (SDF), which must include the provision of basic guidelines for the Land Use Management System (LUMS) of the Municipality; and
- Key Performance Indicators and targets determined through an organisational performance system, based on the priorities identified in the IDP.

2.2.2 CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, ACT 108 OF 1996

The Constitution requires municipalities to undertake developmental orientated planning to ensure that it:

- Strives to achieve the objectives of local government as indicated in Section 152;

- Gives effect to its developmental duties as required by Section 153;
- Together with other organs of state it contributes to the progressive realization of fundamental rights contained in Section 24, 25, 26, 27 and 29.

2.2.3 MUNICIPAL FINANCE MANAGEMENT ACT (NO 56 OF 2003)

The annual Budget and the IDP have to be linked to one another and that has been formalised through the promulgation of the Municipal Finance Management Act (2003). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act indicate that: at least 10 months before the start of the budget year, table in the municipal Council a time schedule outlining key deadlines for:

(a) The preparation, tabling and approval of the annual Budget;

(b) The annual review of:

a. The integrated development plan in terms of Section 34 of the Municipal Systems Act, and

b. The Budget related policies

c) The tabling and adoption of any amendments to the integrated development plan and budget related policies, and

d) The consultative processes forming part of the processes referred to in subparagraphs (a), (b) and (c).

2.2.4 DISASTER MANAGEMENT ACT (NO. 53 OF 2002)

The Disaster Management Act, No. 53 of 2002, Section 25 requires that:

(1) Each municipality must, within the applicable disaster management framework-

(a) prepare a disaster management plan for its area according to the circumstances prevailing in the area;

(b) co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players;

(c) regularly review and update its plan; and

(d) through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the Municipal Systems Act, 2000, consult the local community on the preparation or amendment of its plan.

(2) A disaster management plan for a municipality must –

(a) form an integral part of the municipality's integrated development plan;

(b) anticipate the types of disasters that are likely to occur in the municipal area and their possible effects;

(c) place emphasis on measures that reduce the vulnerability of disaster-prone areas;

(d) seek to develop a system of incentives that will promote disaster management plan in the municipality;

(e) identify the areas, communities or households at risk;

(f) take into account indigenous knowledge relating to disaster management;

(g) promote disaster management research;

(h) identify and address weaknesses in capacity to deal with possible disasters;

(i) provide for appropriate prevention and mitigation strategies;

(j) contain contingency plans and emergency procedures in the event of a disaster.

2.2.5 LOCAL GOVERNMENT: MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001

In 2001, the Municipal Planning and Performance Management Regulations were issued to further provide guidelines and clarity on the issues of IDP and PMS. The Municipal Planning and Performance Management Regulations provide details on the requirements of the IDP and Performance Management System.

2.3 PLANNING AND DEVELOPMENT PRINCIPLES

The set of development principles in this section is derived from the recently enacted Spatial Planning and Land Use Management Act (SPLUMA) No. 16 of 2013. Table 5 below demonstrates how the Umvoti Municipality is applying or intending to apply these principles in its area of jurisdiction. These principles apply to spatial planning, land development and land use management:

Table 5: APPLICATION OF PLANNING AND DEVELOPMENT PRINCIPLES AT UMMVOTI

DEVELOPMENT PRINCIPLE	UMVOTI'S RESPONSE
SPATIAL JUSTICE	• Umvoti Municipality is mostly rural and these areas have been neglected in the past and services were mostly focused on urban areas. • The Umvoti Spatial Development Framework (SDF) has considered propose future developments which include the need for housing, proper social facilities, proper infrastructure where it is highly required. • Rural areas in Umvoti are in short of adequate road network thus the framework aims to improve such development issues by means of introducing potential corridors and infrastructure projects. • The municipality has adopted the Urban Land Use Scheme. The municipality is currently in the process of developing a municipal wide land use scheme which also incorporates rural areas and will ensure that spatial planning of these areas is improved.
SPATIAL SUSTAINABILITY	• The development of municipal strategies and plans are developed within the fiscal, institutional administrative means of the municipality. • Umvoti is located in a generally agricultural region. It is located along a secondary and agriculture corridor which serves areas of high poverty levels with good economic development potential. • Agricultural potential for any given land area is generally classified into eight potential ratings as: very high, high, good, moderate, restricted, very restricted, low, and very low potential. Agricultural potential within uMvoti Local Municipality falls within 7 of the eight potential ratings namely: high potential, good potential, moderate potential, restricted potential, very restricted potential, low potential and very low agricultural potential areas • It is the intention of the municipality to ensure protection of prime and unique agricultural land • The municipality has prepared Kranskop Local Area Plan (LAP) in order to address urban sprawl in this town. The principal purpose of the Kranskop LAP is to enhance the spatial quality, efficient

	functionality and to facilitate socio-economic development of the town whilst playing a much better role as a Secondary Urban Centre in Umvoti Municipality. • The municipality has also prepared Woolstone Local Area Plan. This plan serves as a service delivery vehicle to: (a) create a planned settlement to enable socio-economic growth, attract the provision of basic services, to create a livable settlement, and develop its local economic development potential; (b) to ensure that the settlement is planned within an integrated and holistic developmental approach; and (c) to inform interventions by both the public and private sectors in order to facilitate economic growth and development through social, spatial and economic development or regeneration. • The municipality is currently developing the Greytown Urban Regeneration Plan (URP). The aim of the Greytown URP is to complement social and environmental schemes, creating sustainable and inclusive communities and tackling social exclusion. The Greytown URP will make proposals to appropriate broad land-use interventions or densities within this nodal area. • The planned Greytown Slums Clearance and Kranskop Slums Clearance Projects will address informal settlement areas of Tent Town, Lindelani, Coloured Village and Kranskop which enable the municipality to promote land development in locations that are sustainable and limit urban sprawl. This is further emphasized in the municipal planning policies and strategies that promote sustainable human settlements.
EFFICIENCY	• The municipality's main nodes which are Greytown and Kranskop currently comprises of dilapidated infrastructure and electricity network constraints. The plans that are in place will be used to ensure that suitable infrastructure is provided for future expansion of these towns as well as for investment. The infrastructure in rural areas also needs special attention. • The municipality is working closely with the district and government departments to ensure that infrastructure challenges are addressed. • The principle of efficiency will only be possible if all decisions made are sustainable in order to minimize negative financial, social, economic and environmental impacts. The restructuring process has resulted in the reduction of the financial burden on the municipality in terms salaries that would have been paid to at least eight (8) Senior Managers. In terms of the new organogram

	the municipal departments will be reduced to five (5) and that will not increase the salaries of Senior Managers because of the possible placement of two Senior Managers.
SPATIAL RESILIENCE	• The current LUMS does not cater for rural areas as the municipality has developed a Land Use Scheme for the urban areas only. The municipality is in the process of developing a wall to wall scheme that will cover all areas falling within its area of jurisdiction. • Umvoti Municipality has prepared the Disaster Management Plan and its related plans in order to ensure that means to respond to disasters are in place. The disaster risk assessment mapping has been done with the assistance of Umzinyathi District.
GOOD ADMINISTRATION	• The IDP Representative Forum, COGTA Sector alignment workshops, inclusion of sector departments in the IDP processes allows for sector inputs into the development of the IDP. This assist in ensuring that there is proper alignment amongst the three spheres of government. • The Community Participation in the preparation of municipal IDP and budget has been enhanced in order to ensure that their needs are addressed. • The municipality has also improved its participation in intergovernmental relations (IGR) structures and this will assist the municipality to make informed decisions in consultation with other spheres of government. • The municipality has a number of policies which respond to our constitutional mandate and also the National Key Performance Areas.

2.4 GOVERNMENT POLICIES AND IMPERATIVES

2.4.1 MILLENNIUM DEVELOPMENT GOALS

The Millennium Development Goals (MDGs) are eight international development goals that all 192 United Nations member states have agreed to achieve by the year 2015. The aim of the MDGs is to encourage development by improving social and economic conditions. It provides a framework for the entire international community to work together towards a common end i.e. making sure that human development reaches everyone, everywhere. The MDGs which need to be achieved by 2015 are:

1. Eradication of extreme poverty and hunger

 - Halve the proportion of people with less than R6.00 per day
 - Reduce by half the proportion of people who suffer from hunger

2. Achievement of universal primary education

 - Ensure that all boys and girls complete a full course of primary schooling

3. Promotion of gender equality and empowerment of women

 - Eliminate gender disparity in primary and secondary education preferably by 2005, and at all levels by 2015

4. Reduction in child mortality

 - Reduce by two thirds the mortality rate among children under five

5. Improvement of maternal health

 - Reduce by three quarters the maternal mortality ratio

6. Combating HIV/AIDS, malaria and other diseases

 - Halt and begin to reverse the spread of HIV/AIDS
 - Halt and begin to reverse the incidence of malaria and other major diseases

7. Ensuring environmental sustainability

 - Integrate the principles of sustainable development into country policies and programmes; reverse loss of environmental resources
 - Reduce by half the proportion of people without sustainable access to safe drinking water
 - Achieve significant improvement in lives of at least 100 million slum dwellers, by 2020

8. Developing a global partnership for development

 - Develop further an open trading and financial system that is rule-based, predictable and non-discriminatory, includes a commitment to good governance, development and poverty reduction— Nationally and Internationally

- In cooperation with the developing countries, develop decent and productive work for youth
- In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries
- In cooperation with the private sector, make available the benefits of new technologies especially information and communication technologies"

2.4.2 NATIONAL DEVELOPMENT PLAN

The National Development Plan (NDP) aims to eliminate poverty and reduce inequality by 2030. The National Development Plan is a broad strategic framework which aims to set out a coherent and holistic approach to confronting poverty and inequality based some of the interlinked priorities on the following: faster and more inclusive economic growth, building the capabilities and a capable and developmental state. The National Development Plan (NDP) sets the Vision of the country for the next 20 years.

The National Development Plan has identified the following priorities which must also be prioritised by the different spheres of government:

- Economic Infrastructure
- Transitioning to a low carbon economy
- Inclusive rural economy
- Positioning South Africa in the world
- Human settlements
- Improving education, innovation and training
- Promoting health
- Social protection
- Building safer communities
- Building a capable state
- Promoting accountability and fighting corruption
 Transforming society and uniting the country

2.4.3 GOVERNMENT OUTCOMES

The twelve (12) Government Outcomes were adopted by Cabinet Lekgotla in January 2010. The twelve outcomes are summarised below:

- Improved quality of basic education;
- A long and healthy life for all South Africans
- All people in South Africa are and feel safe;
- Decent employment through inclusive economic growth;
- A skilled and capable workforce to support an inclusive growth path;
- An efficient, competitive, and responsive economic infrastructure network;
- Vibrant, equitable, and sustainable rural communities, with food security for all;
- Sustainable human settlements and improved quality of household life;
- A responsive, accountable, effective, and efficient local government system;
- Environmental assets and natural resources that are well protected and continually enhanced;
- Creation of a better South Africa, and contributing to a better and safer Africa and World; and

- An efficient, effective, and development oriented public service and an empowered,

2.4.3 KZN PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

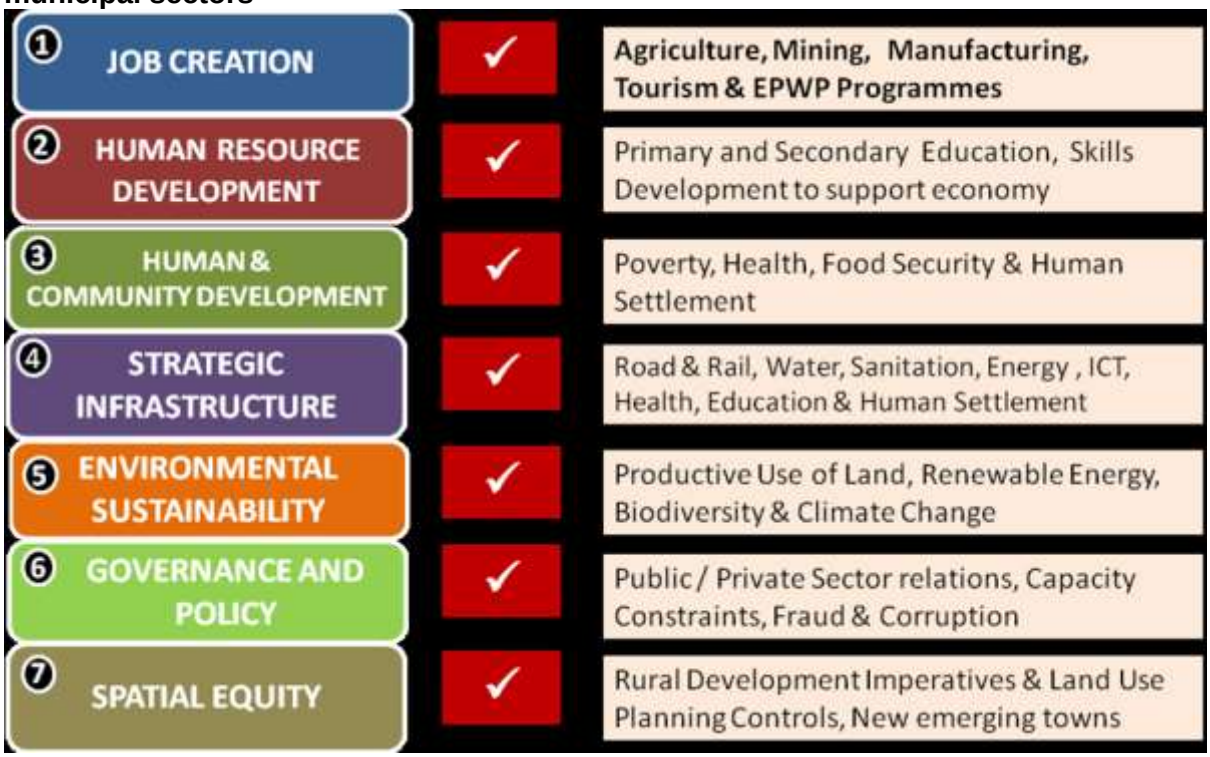
The Provincial Growth and Development Plan ((PGDS) was developed in 2011 to facilitate sustainable economic growth, reduce growing inequality, and promote environmental sustainability, and emanates from vision for KwaZulu-Natal which is summarised below:

"By 2030 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World".

The PGDS aims to build this gateway by growing the economy for the development and the improvement of the quality of life of all people living in the Province. There are seven (7) Strategic Goals of the Provincial Growth and Development Plan which are as follows:

- Job Creation
- Human Resource Development
- Human and Community Development
- Strategic Infrastructure
- Environmental Sustainability
- Governance and Policy
- Spatial Equity

Figure 2: Alignment of the Provincial Growth and Development Strategy to the municipal sectors



2.4.4 ALIGNMENT OF NATIONAL, PROVINCIAL AND MUNICIPAL PRIORITIES

Table 6: Alignment of National, Provincial and Municipal Priorities

NDP	PGDS STRATEGIC GOALS AND OBJECTIVES	UMZINYATHI STRATEGIC OBJECTIVES	UMVOTI STRATEGIC OBJECTIVES
Creating Jobs and Livelihoods	**Job Creation** • Unleashing Agricultural potential • Enhancing industrial development through trade, investment and exports • Promoting SMMEs, entrepreneurial and youth development	**To promote and stimulate economic development through targeted and structured economic approach** • Establishment of the Economic Development Agency • Establishment of Economic services Zones (create a vibrant economy) • Promotion of a competitive economy based on the comparative advantage	• To create economic growth and development • To increase job creation • To improve support to Local Development
Expanding and Revitalising Infrastructure	**Strategic Infrastructure** Development of roads and rail networks • Enhance water resource management	**To provide sustainable infrastructure to district wide community and also the effective maintenance of the existing one** • Physical infrastructure services • Reduction of water and sanitation backlog thereby meeting the RDP standards • Operation and maintenance of existing infrastructure • Electrification Master Plan • Review of the Water Services Development Plan	• Facilitate access to potable water in Umvoti • Improve access to refuse removal • Provision of Free Basic electricity and refuse removal • Improve access to roads
Transforming Urban and Rural Spaces	**Actively promoting spatial concentration** • Facilitate integrated land management and spatial planning	**To promote actively spatial concentration and sustainable environmental management system** • Municipal waste management • Environmental Health • Integrated Development Plan; • Spatial planning; • Climate Change.	• Improve access to adequate shelter • Efficient and credible strategic and spatial municipal planning • To ensure sustainable protection and development of the environment

2.4.5 BACK TO BASICS PROGRAMME

It is acknowledged that municipalities are not the same in terms of level of performance relating to services, good governance, financial management and technical capacity. The Department of Cooperative Government and Traditional Affairs' aim with the Back to Basics Programme is to encourage all municipalities to become positively functional centres of good governance.

Umvoti Municipality was identified as one of the municipalities that require intervention. The Back to Basics Support Plan has been prepared for the municipality in partnership with COGTA in order to address the intervention areas. The municipality is reporting on monthly basis on the implementation of the plan.

2.4.5 DISTRICT GROWTH AND DEVELOPMENT PLAN

In February 2011, the KwaZulu-Natal Provincial Executive Council tasked the Provincial Planning Commission to prepare the KwaZulu- Natal Provincial Growth and Development Strategy (PGDS) to drive and direct growth and development in the Province to the year 2030. It was outlined that for the province to realise the goals as identified in the PGDS and detailed within the PGDP, each District Municipality and Metro will need to develop a District Growth and Development Plan (DGDP) and Growth and Development Plan which will extract all issues of implementation from the PGDP in their jurisdiction in order to further the implementation of the issues as prioritized.

The aim of the DGDP is to translate the Provincial Growth and Development Strategy into a more detailed implementation plan at a district level, inclusive of a activity level framework with targets and responsibilities assigned to the appropriate local municipalities, the district municipality, provincial and national government departments to enable the province to measure its progress in achieving the accepted growth and development goals.

Through the Department of Co-operative Governance Traditional Affairs Supply Chain Management processes, K2M Technologies was appointed late in January 2014 to prepare Umzinyathi District Municipality District Growth and Development Plan, and the project has been completed.

2.5 IMPLICATIONS FOR UMVOTI SDF

These policies introduce a set of principles that are intended to influence the substantive outcomes of planning decisions, whether they relate to spatial development frameworks or decisions on land use change or development applications. The overall aim of these principles is to achieve planning outcomes that:

- restructure spatially inefficient settlements;
- promote sustainable development and use of natural resources;
- channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalized areas;
- take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and the environment; and

❖ stimulate economic development opportunities in rural and urban areas; and support an equitable protection of rights to and in land.

Although municipalities are responsible for spatial planning at a local level, the desired or ideal spatial and economic system can only be achieved if local government works in tandem with the relevant organs of state and civil society. This emphasises the importance of public participation and cooperative governance. To this end, land development should address the local interests and be managed in accordance with the universal development principles. It should also:

- generate a wide range of economic development opportunities and necessary support systems;
- enable the members of the public to conduct their daily activities quickly, easily and cost effectively;
- provide a choice of living environments along a continuum from conditions of intense public environments to conditions of great privacy; and
- promote equitable in access to opportunities.

2.6 ACTION PLAN FOR MUNICIPAL TURNARROUND STRATEGY PRIORITY

Table 7: Municipal Turnaround Strategy

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
1. Filling of critical posts	Appointment of Director: Community Services, Technical Services, Corporate Services	Recruitment and selection of suitable candidates	Municipal Manager, Council, and Portfolio	31 August 2015	Securing of suitable candidate	SALGAKZN, Provincial CoGTA, and Provincial Treasury to provide guidelines
2. Operation Clean Audit 2016	Obtain Clean Audit Report	-Address all matters contained in 2014/2015 Auditor General reports -Internal Auditors, MPAC and Audit Committee to fulfil their oversight role in order to ensure clean audit	Council, MPAC, Audit committee, Municipal Manager and all Directors	30 June 2016	-Functionality of MPAC -Execution of Council resolutions -Proper reporting in terms of legislated requirements	-Appointment of additional MPAC members (community member)

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
3. Solid Waste Removal	To review Integrated Waste Management Plan	Review the existing Integrated Waste Management Plan, -Landfill site, -Buy back centre,	Director: Community Services	30 June 2016	-Insufficient resources (financial and human) to collect and transport waste - Poor planning - Lack of financial support from district	Department of Agriculture and Environmental Affairs to intervene
4. Eradication of Housing backlog	-20% incremental increase in new formal houses units - Review of Housing Sector Plan	Identify future housing projects to be approved	Director: Planning and Development	On going - 30 June 2016	- Capacity	Engage DoHS in order to fast track the process
5.1 Rural (access) roads **5.2 Urban (municipal) roads**	-Procurement of plant in order to ensure that roads are constructed and maintained in house.	- Grading and levelling of access roads -Rehabilitation of urban roads	Director: Technical Services	30 June 2016	-Lack of coordination between municipality and	-Funding -Cooperation from Department of Transport

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
		-Maintenance or roads (rural and urban)			Department of Transport -Lack of maintenance plan	
6. Eradication of electricity backlog	- Introduction of renewable/alternative energy source - Erection of a substation	-Audit the electricity distribution in urban areas to curb the losses incurred. -Installation of smart meters	Director Technical Service, MM, and CFO	30 June 2016	-Funding approval from Department of Energy, -Municipal Financial capacity to fund project prior the DOE approves funding - Network capacity constrains	- Engage DOE to approve funding - Liaise with ESKOM network planning section - Secure funding to upgrade electricity capacity
7. Local Economic Development	- Establishment of District Enterprise Development Agency - Identify opportunities which can boost	-Establishment of LED Forum -Engagement with various government departments in order to ensure	Director: Planning and Development	30 June 2016 -On-going	-Financial constraints	-Engagement with various provincial and national departments as well as government LED entities (e.g. DOED,

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
	the economy in Umvoti Municipal area	effectiveness of LED programs -Establishment of the SMMEs and Cooperatives Database				DAEA, IDC, Rural Development, etc)
8. Office Buildings	-Municipality to have proper Offices as per the initial plan.	- Preparation of a preliminary study - Consultation with the DBSA for loan application - Sourcing of alternative funding - Consultation with Amafa KZN	Municipal Manager and all Directors	30 June 2016	-Assessment of financially viability to pay back the loan.	-MIG to approve funding -National & Provincial Treasurer to access the financial strength of the municipality to pay back the loan.
9. Construction of the New Testing Station	Sourcing funds	Invite National Treasury to advice the council on how to apply for the loans	Municipal Manager and CFO	30 June 2016	Current testing station does not cover the licences for code 10 and 14	National Treasury
10. Capacity Building for Councillors	Dissemination of information regarding new legislations/regulations	-Workshop councillors on Policies	Corporate Services	-30 June 2016 -On going	-Identification of courses and modules which	COGTA and SALGA

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
		-Workshop councillors on new and amended legislations			need to be studied	
11. Organisational Performance Management System and Organogram	Compliance with performance management regulations requirements and Auditor General's report findings	-Quarterly performance reports compiled and submitted to COGTA and Treasury -Ensure compliance with Umvoti Municipality Auditor General Action Plan	Mayor, MM & Directors	On-going	-Performance Audit Committee's functionality	-Internal Auditors -COGTA (PMS Unit and Municipal Finance) -Provincial Treasury

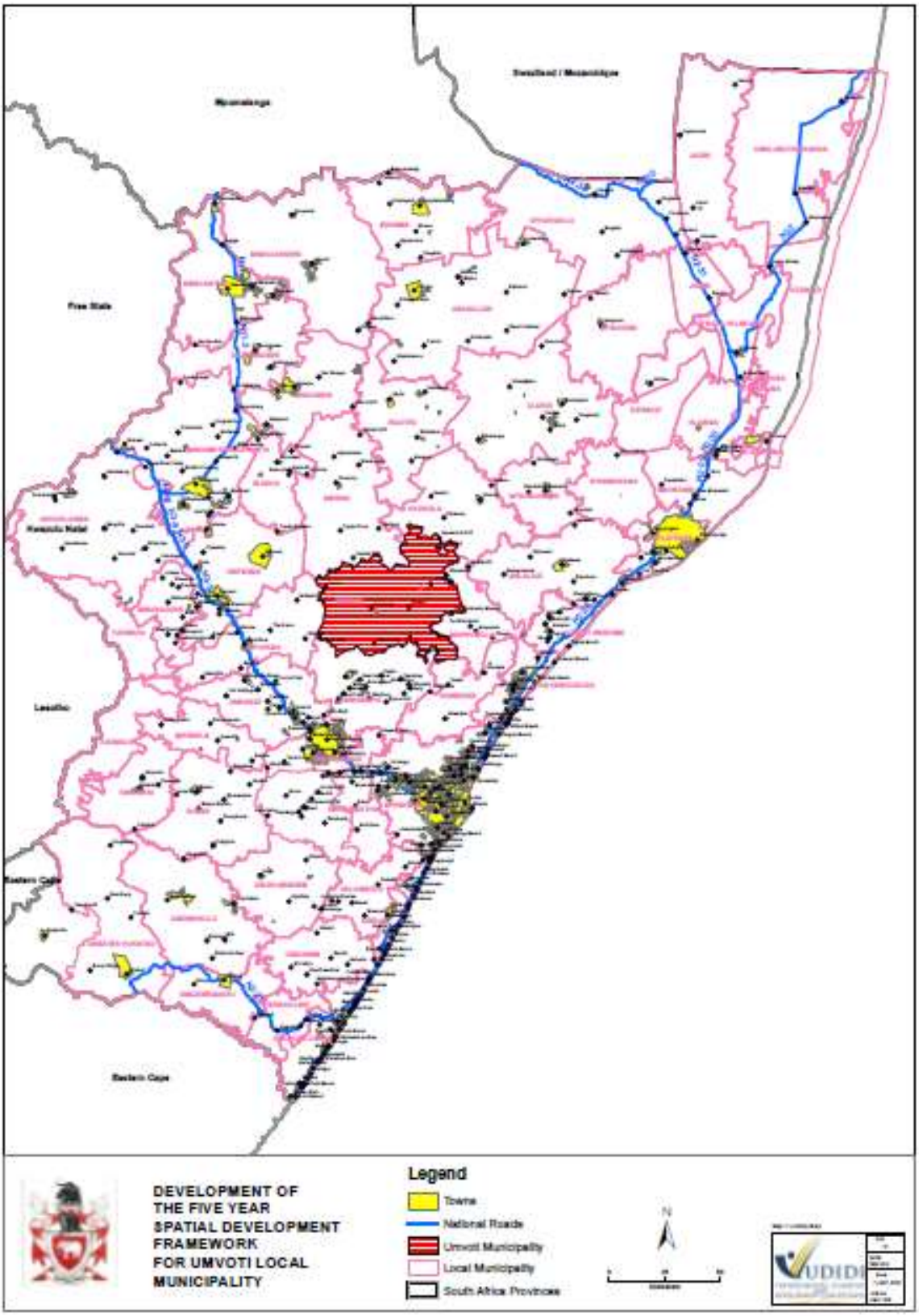
SECTION 3: SITUATIONAL ANALYSIS

3.1 CROSS CUTTING ANALYSIS

3.1.1 REGIONAL CONTEXT

Umvoti Municipality is one of the local municipalities falling under Umzinyathi District Municipality. It is situated approximately 75km from Pietermaritzburg and 55km from Stanger, and includes the urban centres of Greytown and Kranskop (refer to Map 2). It is about 2509km² in extent and its population is estimated at 103 092 (Statsa 2011) people who are spread unevenly among the eleven wards.The municipality is located on the southern part of Umzinyathi District and borders onto uMgungundlovu District to the south, Mshwathi Local Municipality, and largely falls within the Pietermaritzburg functional economic region. The parts of the municipality that borders onto iLembe District enjoy the influence of Stanger-KwaDukuza economic region. The municipality is also well integrated into the Provincial transportation network. Route 33 serves as a major link between Greytown and Dundee while R74 connects the urban centres of Greytown, Kranskop and Stanger. Figure 2 below reflects location of Umvoti in the Provincial context:

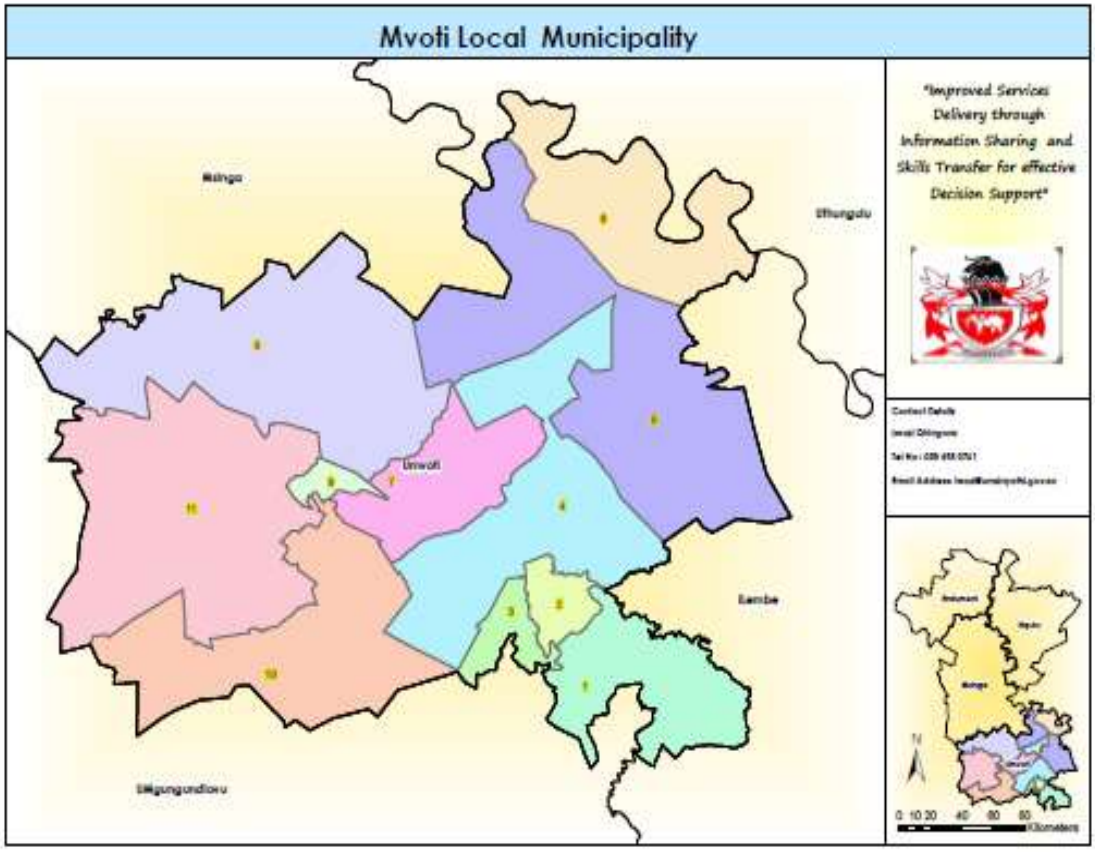
Figure 3: Location of Umvoti in the Provincial context



3.1.2 ADMINISTRATIVE ENTITIES

Umvoti municipality comprises of eleven (11) wards of which only four has an urban component (wards 5, 7, 9, 10).

Figure 4: location of eleven wards



The whole of ward nine (9), Greytown is urban in nature and is the main town and the primary centre of the Umvoti municipality. Ward seven (7) is partial urban (township) and the other component is rural (Nseleni area). Ward ten (10) is also partial urban (portion of a township) and the other component of the ward is farm land. Ward five (5) comprises of the town of Kranskop and traditional authority area of Amakhabela. Table 2 below depicts the eleven wards of Umvoti Municipality with the population breakdown per ward and the percentage of population per ward.

Table 8: Population by ward

Ward	Population	%
Ward 1	10608	10.29
Ward 2	9887	9.59
Ward 3	9596	9.3
Ward 4	8081	7.83
Ward 5	9645	9.35
Ward 6	8796	8.53
Ward 7	11314	10.97
Ward 8	11910	11.55
Ward 9	4875	4.72
Ward 10	8673	8.41
Ward 11	9708	9.41

There are 8 traditional authorities in Umvoti, namely:

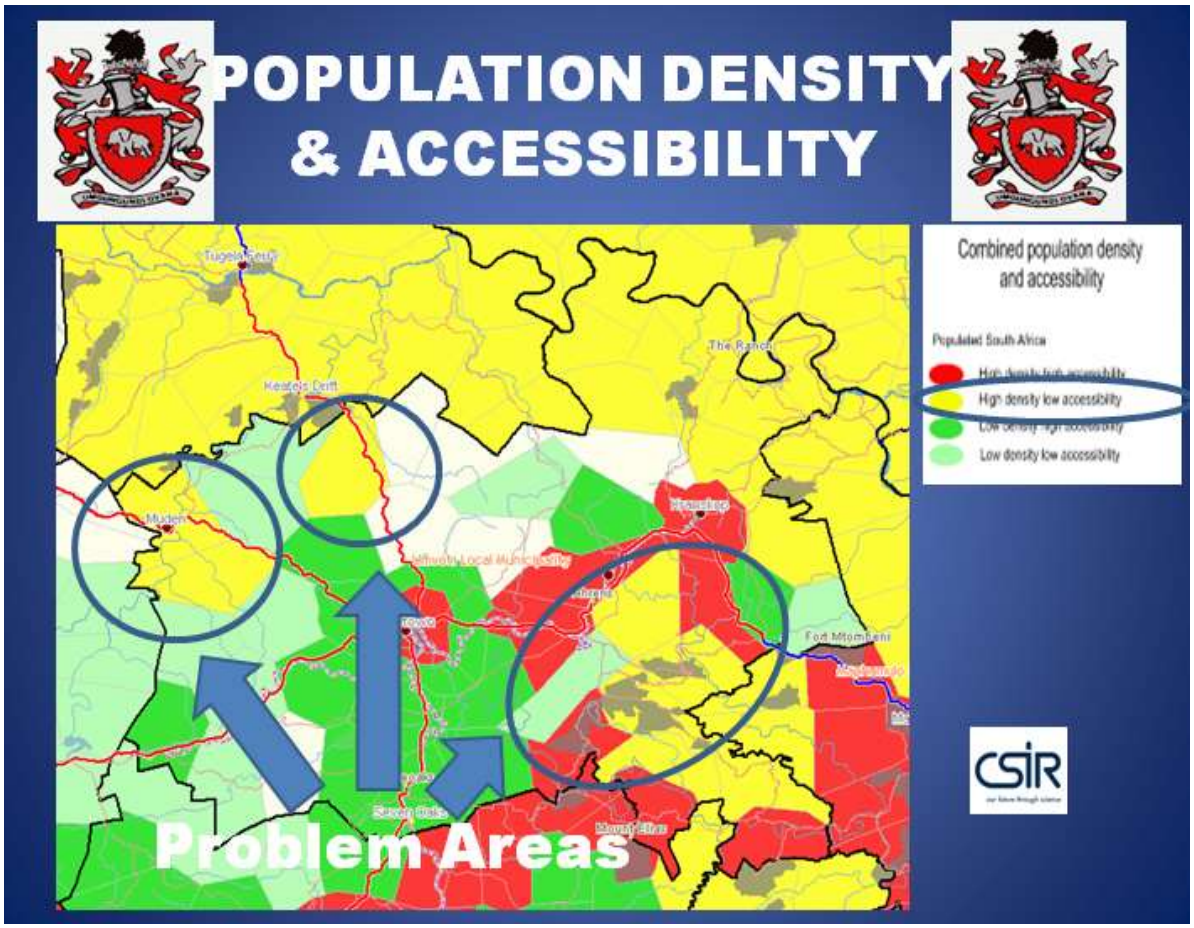
- Amakhabela 1
- Amakhabela 2
- Mthembu-Sithole
- Cele Nhlangwini
- Bomvu
- Ntanzi
- Zondi
- Machunwini

Approximately 80% of the municipal population resides in the traditional authority areas. This is a classical South African Land issue. The tribal authorities are made up of wards 1, 2, 3, 4, part of 5, 6, part of 7, 8 and part of 11. Most of ward eleven (Muden area) is formed by farms which resulted from the land redistribution and tenure processes.

3.1.3 ACCESSIBILITY

The following map summarises the concentrations of residents per mesozone in terms of accessibility. The areas indicated in red highlight where high concentrations of people occur that are accessible. The problem areas in the municipality are those indicated in yellow and circled on the map. These areas indicate where people live in high density with low accessibility.

Figure 5: Population Density and accessibility (CSIR,2004)

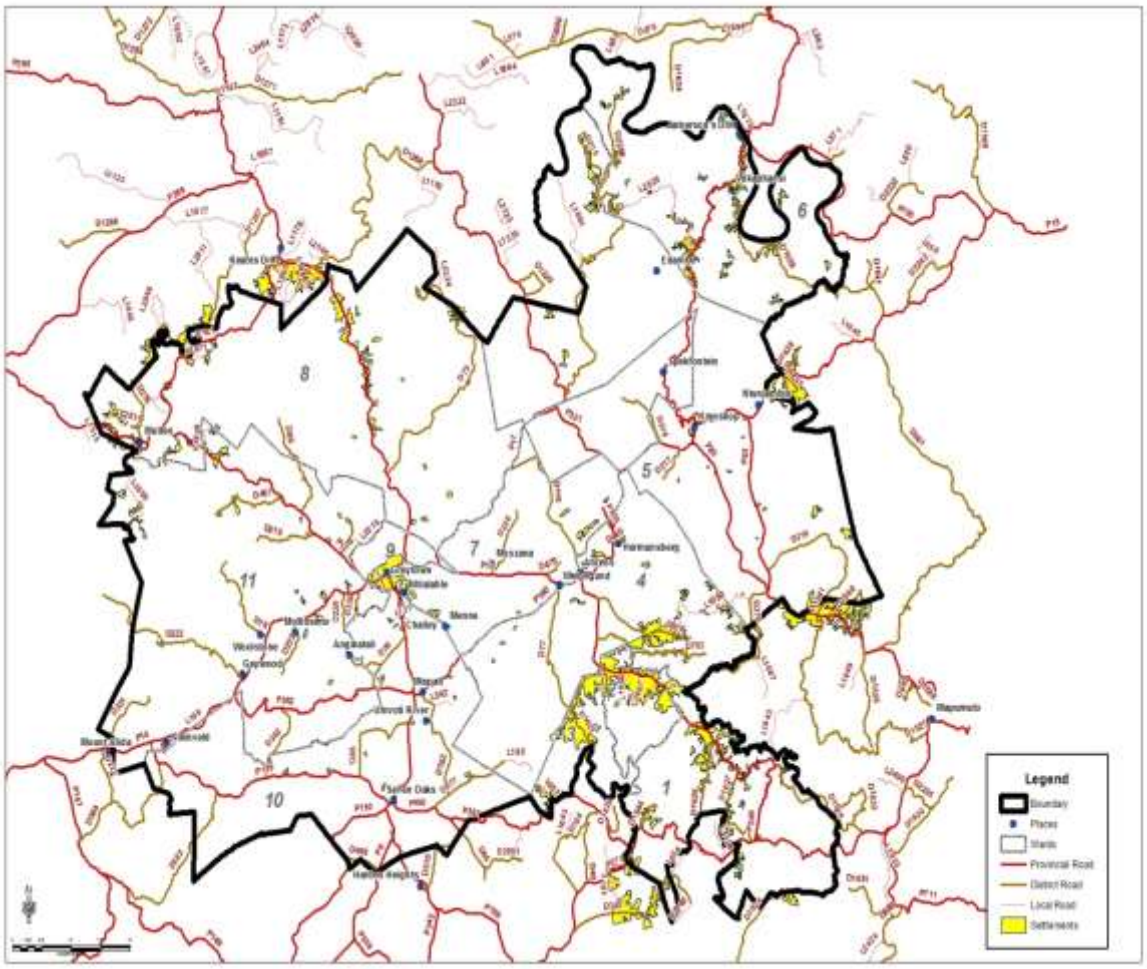


3.1.4 STRUCTURING ELEMENTS

Umvoti Municipality is dominated by dispersed rural settlements located in traditional areas. The main urban centres in Umvoti Municipality are Kranskop and Greytown which are considered as the main centres located within the agricultural area. Greytown and Kranskop offer support/cater for both rural and urban areas. The two mentioned centres are supported by other two small nodes namely Muden and Keate's Drift for small scale commercial purposes. It has been pointedly eminent that the growth of the two centres is influenced by both urban and rural population; however the area where most of the population reside has not been noted that. Most of the population reside in rural areas.

Umvoti Municipality settlement is influenced by population residing in different areas. In this case, the majority of population reside in traditional areas and fewer people reside in urban areas due to the scale of the urban centres. Figure 5 below depicts the settlements in Umvoti Municipal area:

Figure 6: Settlement Map



3.1.5 EXISTING NODES AND CORRIDORS (INCLUDING URBAN EDGES)

3.1.5.1 DEVELOPMENT CORRIDORS

3.1.5.1.1 PRIMARY DEVELOPMENT CORRIDORS

The system of development corridors is based on the function of each corridor and the nature of the activities that occurs within its area of influence. The roads linking Greytown with Stanger and Pietermaritzburg serve as trade routes and are both serve as collector distributor routes to the national routes (N2 and N3). In addition, they serve as link roads with major provincial centres such as Durban, Pietermaritzburg and Richards Bay. Administratively, Umvoti forms part of Umzinyathi District, and its catchments in economic terms include the Greater Msinga area. This highlights the importance of integration and connection between these areas, and implies the importance of the road to Dundee. Besides being a public passenger transport route, this corridor has a series of development nodes and plays a critical role in facilitating service delivery to the rural communities both within and outside of Umvoti.

It also has potential to serve as a tourist access route to the battlefields. This route requires substantial upgrading.

3.1.5.1.2 SECONDARY CORRIDORS

Secondary corridors link the primary centre to the secondary centres or areas outside Umvoti Municipality. The following secondary corridors have been identified, namely:

- The road to Mooi River (R622) serves as a major link to the Mooi River and Rietvlei and other commercial farming districts. It also links Greytown to Mooi River town.
- The corridor to Maphumulo through Eshane/Matimatolo is intended to facilitate development and service delivery in Eshane, Matimatolo and neighbouring areas.
- The corridor from Kranskop to Eshowe is similar to that from Kranskop to Nkandla as they both attempt to link Umvoti with areas across Uthukela River and have potential to serve as major tourist access routes to the Zulu Culture and Heritage Route.

3.1.5.1.3 TERTIARY CORRIDORS

Tertiary development corridors facilitate linkages between settlements and serve as strategic areas for the location of public facilities. They also form the basis for the identification of settlement webs.

3.1.5.2 SYSTEM OF DEVELOPMENT NODES

3.1.5.2.1 PRIMARY SERVICE CENTRE

Greytown has been identified as a primary service centre. This is in view of its diverse role as the main administrative, service and commercial centre within Umvoti Municipality. As an administrative centre, it accommodates the municipal offices and sub-regional offices of various government departments. It is also the main industrial area, and is strategically located for the processing of raw materials produced within and outside the municipal area.

Over the last few years, Greytown has somewhat experienced both economic and infrastructural decline. This is evident in the lack of new developments and deterioration of service and industrial infrastructure. It should thus be considered for urban renewal. A detailed development plan for Greytown is also required.

The Department of Cooperative Governance & Traditional Affairs (COGTA) has selected Greytown for funding to implement urban renewal programme through its Small Town and Rehabilitation Programme. The municipality is in the process of developing Greytown Urban Regeneration Plan. A Service Provider has been appointed to assist the municipality in undertaking the said Plan.

3.1.5.2.2 SECONDARY SERVICE CENTRE

Kranskop is the second largest centre within Umvoti Municipality. It performs a variety of functions including administration, service delivery and commercial centre. Its influence is limited, and its administrative function is likely to wane further with the introduction of the new municipal system and development of Greytown as the main administrative centre. However, it is strategically located to serve the Makhabeleni and the neighbouring rural settlement, as well as commercial farms in terms of both service delivery and commercial development.

The Kranskop Local Area Plan was prepared and completed in October 2013 in order to allow for rehabilitation and expansion of the town. The spatial restructuring of Kranskop is deemed an important facet of this Local Area Plan. With a creeping pattern of one land use into another, particularly related to the residential and commercial components of the town, a fine balance between integration and differentiation will need to be considered. This is to ensure that specific land uses complement each other but also reduce any negative externalities which are likely to occur.

A core CBD area has to be redefined, and so should areas of low intensity mixed uses. These delineations are intended to curb unnecessary creeping of land uses occurring in unwarranted locations. The legibility of the town will then be enhanced once these have been achieved. The principle of clustering of complementary land uses, especially of public and social facilities remains essential to increasing user-accessibility in Kranskop.

Spatial restructuring also involves making appropriate land use decisions which enhance the functionality and image of the town either through appropriate densities, encouraging a mix of uses where possible and making opportunities for movement options.

The Department of Cooperative Governance & Traditional Affairs has selected Kranskop for funding to implement the Local Area Plan through its Small Town and Rehabilitation Programme.

Muden is also identified in the SDF as a Secondary Node.

3.1.5.2.3 TERTIARY SERVICE CENTRE

Two types of tertiary centres have been identified. The first type is mainly administrative in nature, but has potential to develop into commercial centres as well. These are located in under-developed areas such as Makhabeleni and Matimatolo, and are intended to facilitate service delivery. Public sector investment in the form of Multi-Purpose Community Centres (MPCC) that can accommodate a range of social services and government departments should be prioritized in these areas. The same applies to sports fields, post offices, etc.

3.1.6 BROAD LAND USES

The land use pattern within uMvoti Local Municipality can be divided into the following five broad categories, which include the following:

- Traditional settlements located mainly in areas administered by traditional authorities.
- Agriculture, which accommodates land uses and buildings associated with farming practices such as crop production, livestock farming, forestry and horticulture. There is a well-established agricultural primary sector which focuses on forest, sugar cane, etc. Remnants of subsistence farming are evident especially within rural areas and this currently occurs on adhoc bases without any unified approach.
- Civic and social land use category, which includes health, traditional administration centres, educational, welfare, public buildings such as community halls and Multi-Purpose Centres and other uses associated with social development and public administration.
- Urban centres, these include the Town of Greytown and the secondary node in a form of Kranskop. In these towns several uses such as retail shops are found.
- Small scale commercial uses, which include shops, taverns, tuck-shops and other similar activities especially within the Township of Enhlalakahle including rural areas as well.

3.1.6.1 COMMERCIAL FARMING

Commercial farmlands account for more than 70% of the Municipal area. Forestry plantations and dry land crop production are the dominant agricultural land uses. Irrigated agriculture occurs mainly along the Rivers and to a limited extent away from the rivers. Livestock farming is mainly concentrated in areas with marginal crop production potential.

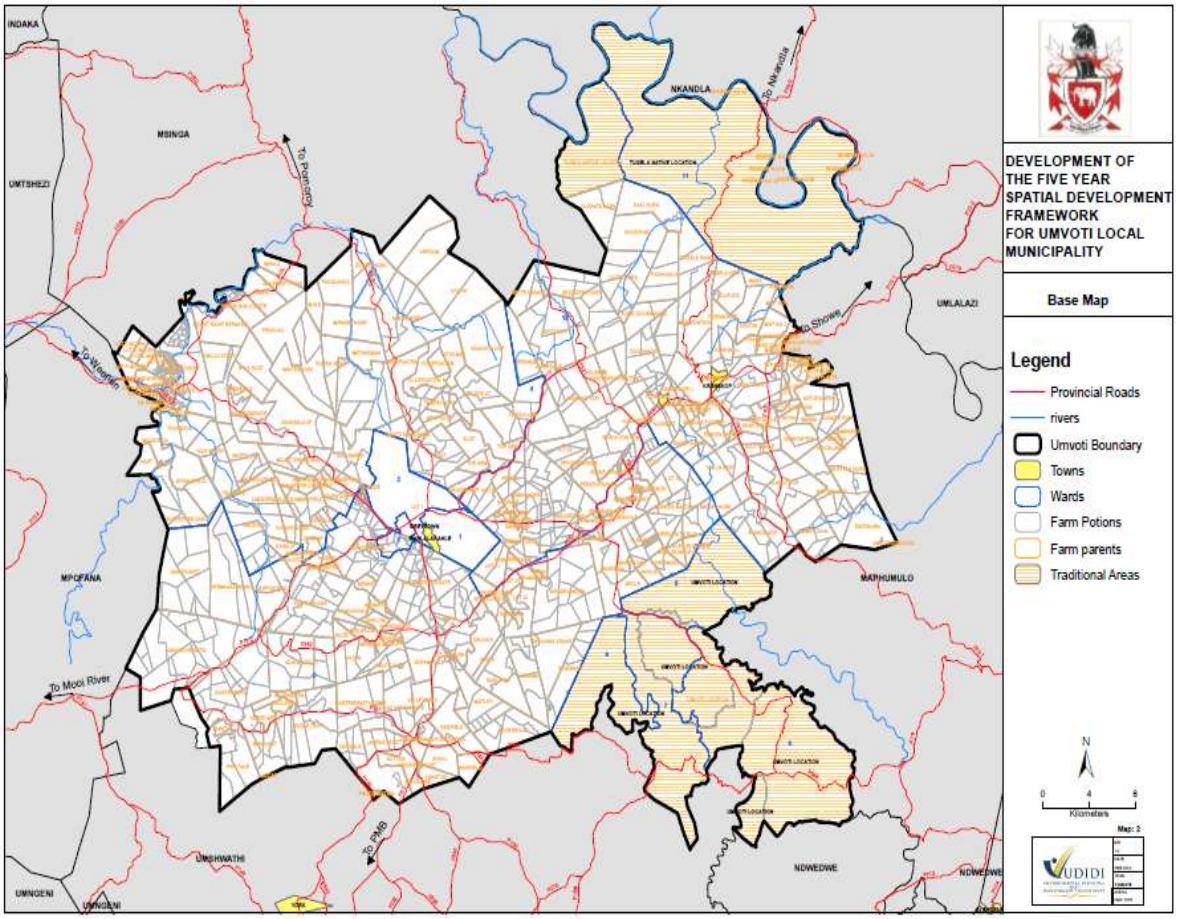
3.1.6.2 TRADITIONAL COUNCIL AREAS

There are 8 traditional authorities in Umvoti, namely:

- Amakhabela 1
- Amakhabela 2
- Mthembu-Sithole
- Cele Nhlangwini
- Bomvu
- Ntanzi
- Zondi
- Machunwini

The Base Map below shows location of traditional authorities in Umvoti Municipal Area

Figure 7: Umvoti Base Map



Approximately 80% of the municipal population resides in the traditional authority areas. This is a classical South African Land issue. The tribal authorities are made up of wards 1, 2, 3, 4, part of 5, 6, part of 7, 8 and part of 11. Most of ward eleven (Muden area) is formed by farms which resulted from the land redistribution and tenure processes.

3.1.7 URBAN COMPONENT

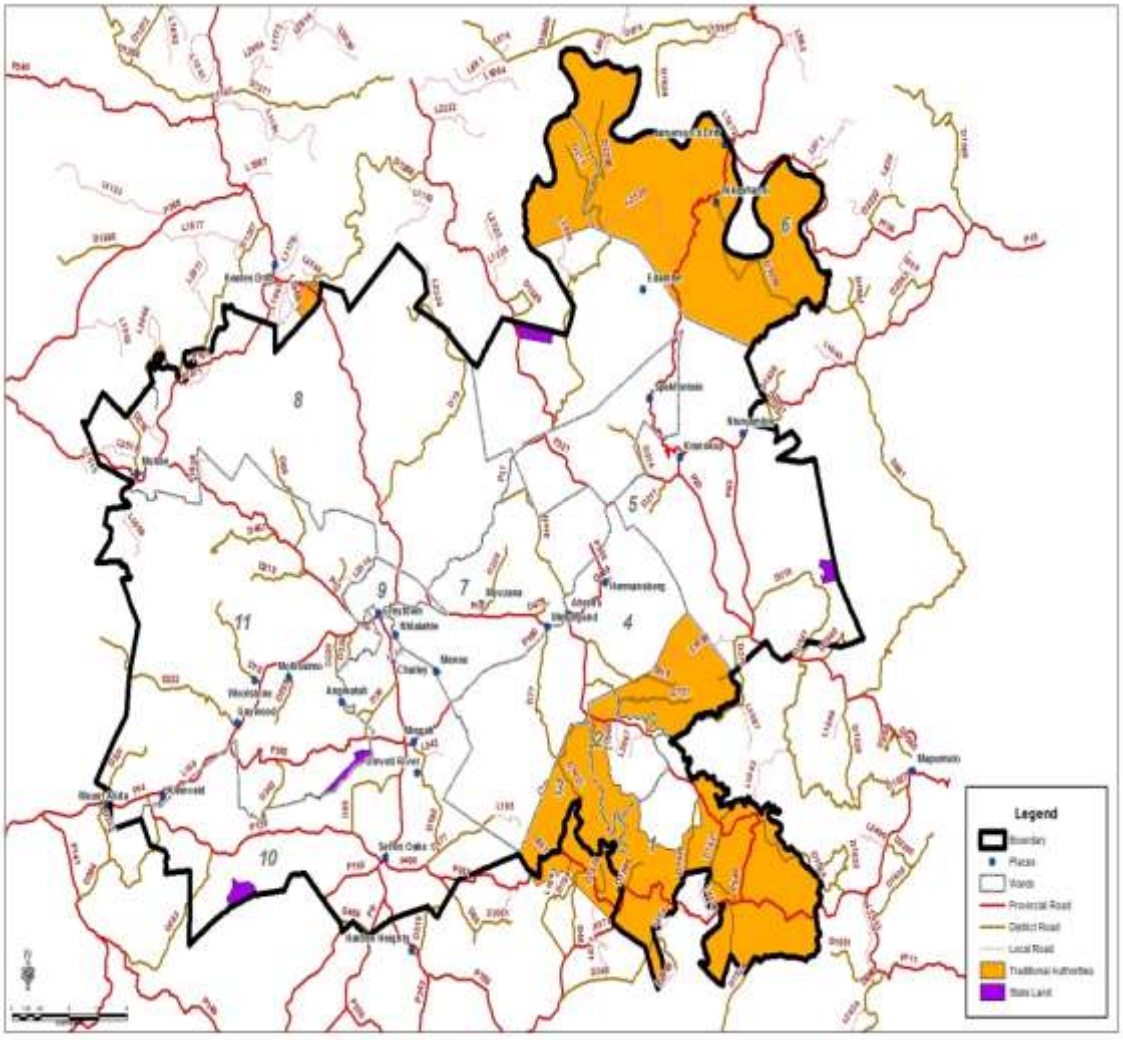
The urban component is made up of two growth centres being Greytown and Kranskop. The two are situated at the centre of a highly productive area of intensive agriculture. The growth patterns of the two urban centres have been greatly influenced by the past efforts to preserve the valuable areas of good agricultural land. The two offer a range of services to a significant proportion of the population in both commercial farms and the rural hinterland. None of the urban centres is located in the traditional authority areas where the majority of the population resides.

3.1.8 LAND OWNERSHIP

The majority of the land is under private ownership, with communal land coinciding mainly with traditional authority areas in the south and northern parts of the municipal area. Ownership patterns within Greytown and Kranskop are mainly private and the Local Municipality. The other portions are owned by the state and are under the control of the National Department of Public works.

The map below indicates the land tenure pattern within uMvoti Local Municipality area.

Figure 8: Land Ownership



Observation made from Figure 7 seeks to indicate some of the following issues:

- There are mainly three dominant forms of tenure within the subject area and they include state land, land under traditional administration and privately owned land.
- Land under traditional administration is mainly found in wards 1, 2, 3 and 6 respectively.
- The bulk of the area is subject to private ownership, etc.

With the majority of land under private ownership, this presents a huge challenge with regard to land availability for enterprise development. Land under traditional administration is normally difficult to access and presents investors with little confidence in terms of security of tenure.

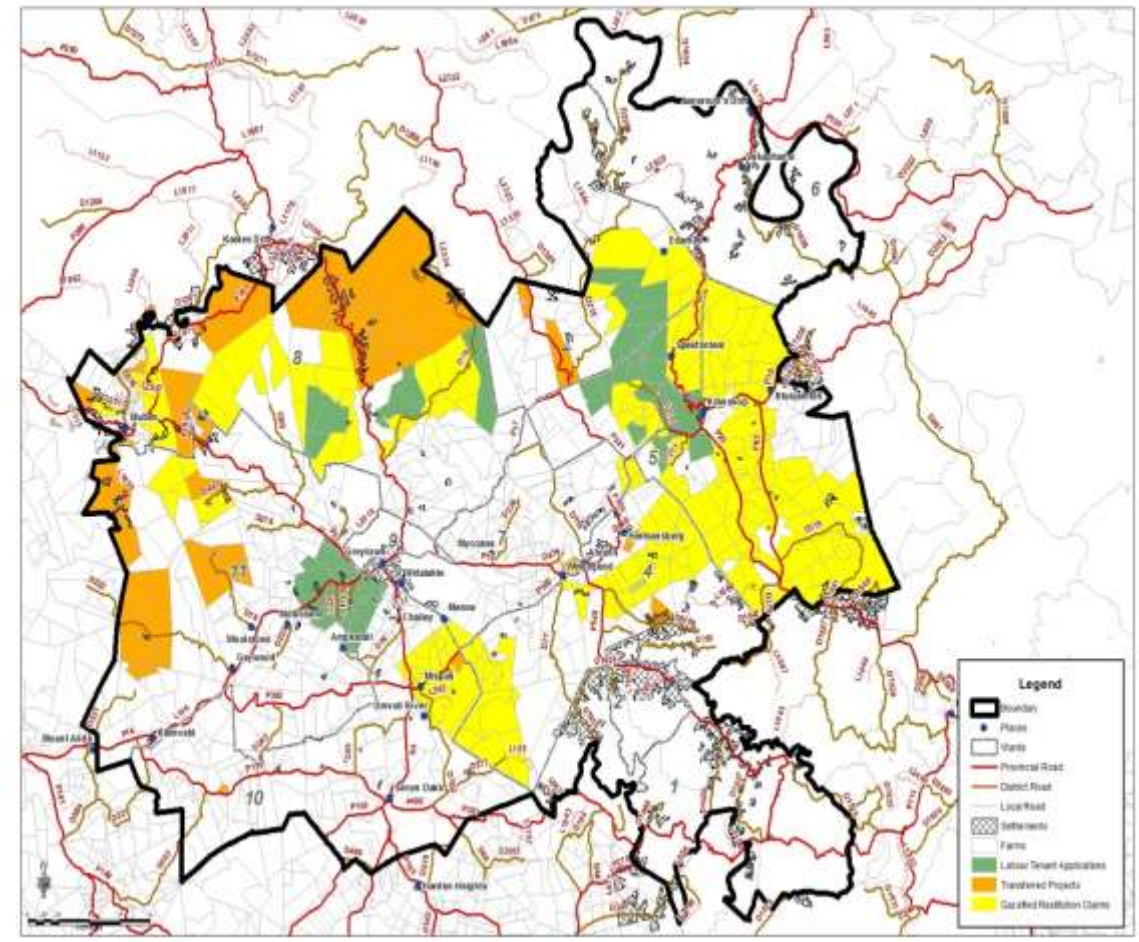
3.1.9 LAND CLAIMS

There are a number of land reform and land restitution projects within the jurisdiction of Umvoti municipal area :

- Eshane Community Land Trust
- Vukile Community Land Trust
- Stegan
- Zondi
- Ntabenzima
- Emsi
- Somashi
- Goudina
- Scheeperdal
- Mt. St Bernards
- Franschoek
- Mooidraai
- Phasiwe

The map below indicates the land reform projects found in Umvoti area of jurisdiction:

Figure 9: Land Reform Projects



With regard to the Land Reform Programme, the following is worth noticing within uMvoti Local Municipality area:

- Figure 8 above shows mainly three forms of Land Reform initiatives, namely; Labour Tenant Applications, Transferred Projects and Gazetted Restitution Claims.
- Gazetted Restitution Claims appear to be more dominant in the area in question.
- Transferred projects form the north-eastern boundary of the subject municipality area.
- Labour Tenant applications are scattered around the central part of the municipality area.

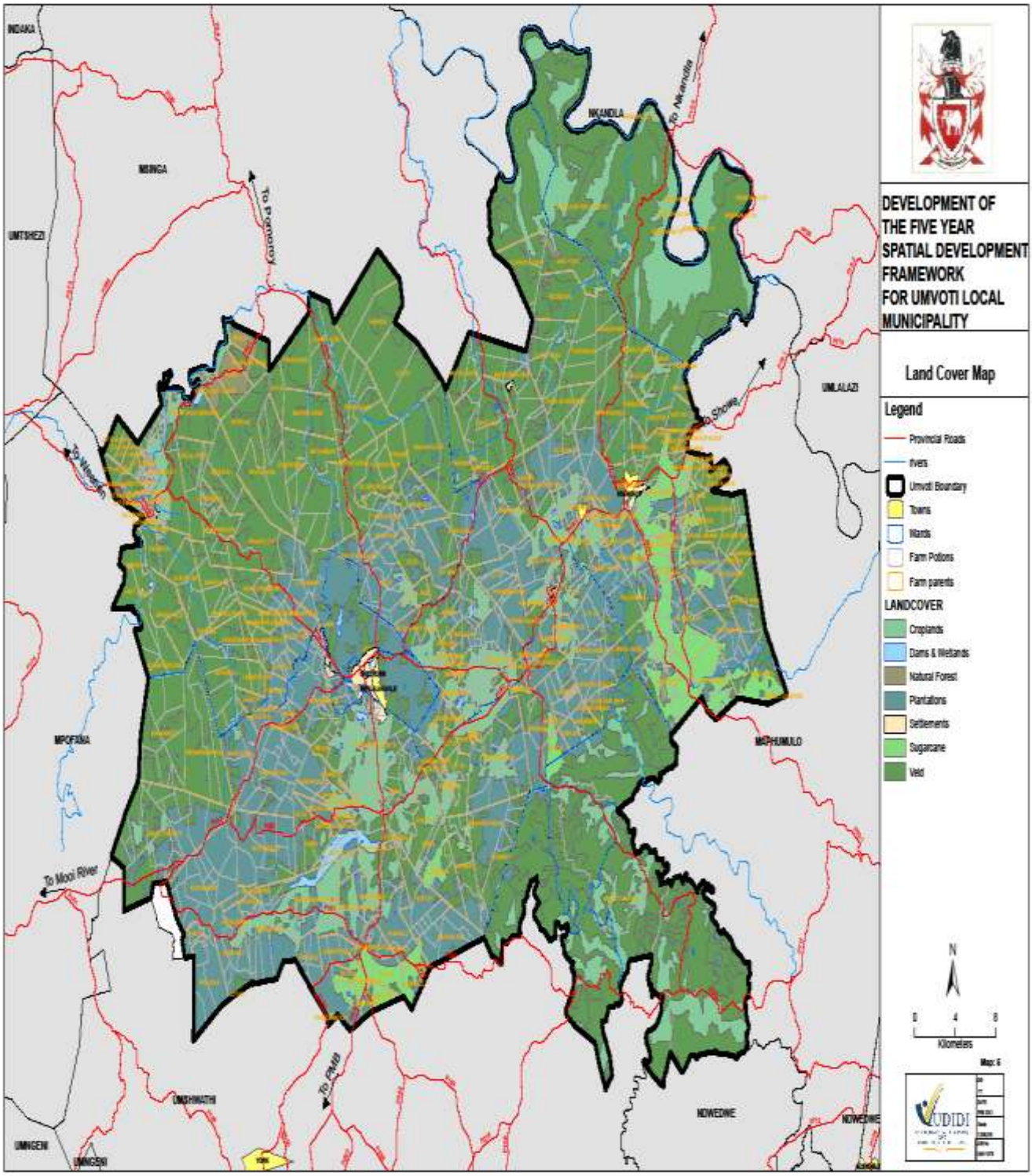
Development of the rural settlements around the land reform projects should be encouraged in order to curb migration to Greytown and Kranskop. The development of Muden and Ahrens as satellites will promote the land reform projects in the hinterland. Service delivery should therefore be directed at the satellites to promote this growth of the satellite. The following are some of the major spatial development challenges facing most Land Reform Projects within Umvoti:

- Integration into the broader settlement pattern and economic activities
- Effective and productive land use
- Land Use Management

3.1.10 LAND COVER

Umvoti is well known of agriculture, commercial farming is well practiced. Umvoti SDF (2013), states that commercial farmlands account for more than 70% of the Municipal area. Forestry plantations and dry land crop production are the dominant agricultural land uses. Irrigated agriculture occurs mainly along the Rivers and to a limited extent away from the rivers. Livestock farming is mainly concentrated in areas with marginal crop production potential. Figure 9 depicts the land cover in Umvoti Municipal area.

Figure 10: Land Cover Map



3.1.11 PRIVATE SECTOR DEVELOPMENTS

The Inkosi Bhambatha Private Hospital is currently under construction and was approved through Section 47 bis of the Town Planning Ordinance of 1949. The Mavundla Square (Shopping Centre), Mascor Toyota (showroom and garage) and Rural Metro Training Centre have been approved through the KwaZulu-Natal Planning and Development Act, No. 6 of 2008.

These developments will add value to the municipality in terms of the service that will be offered and in terms of rates contribution.

3.1.12 ENVIRONMENTAL ANALYSIS

3.1.12.1 THE PHYSICAL ENVIRONMENT

Umvoti Municipality is located at the edge of the Midlands area, which is renowned for its high agricultural potential and high value outputs which accounts for its competitive advantage both provincially and nationally. This area stretches from Underberg and Ixopo in the south to Kranskop in the north and is often referred to as the Midlands Mistbelt. The Midlands Mistbelt is characterised by mean annual rainfall that varies from 800 mm to 1 276 mm. Mist is a common feature in the area. Crop production hazards include occasional dry spells in summer and mist and cloud cover in early summer. Hot "Berg" winds in spring are frequently followed by cold spells.

Umvoti has a temperate climate. Temperate climates are those without extremes of temperature and precipitation (rain and snow). The changes between summer and winter are generally invigorating without being frustratingly extreme. Rainfall varies from more than 800mm in Umvoti and Endumeni, to less than 400 mm in parts of Msinga. Precipitation is primarily associated with summer thunderstorms, which can be accompanied by strong winds and hail. Temperature averages range from minimum of 2°C in winter to max of 23°C in summer, with an average of 14°C.

The topography is undulating, although some areas are steeper than others. Umvoti Local Municipality has the lowest altitude point being 145m above sea level and the highest being 1614m above sea level. Umzinyathi District area is characterised by extensive variation with deep river gorges, rolling grasslands, extensive wetlands, hills and valley bush veld. The District can be divided into three topography areas, the northern plateau with the Biggarsberg and the Buffalo River valley dominating the landscape; the southern landscape defined by the mountains immediately north of Greytown and the Mvoti River valley; and the prominent Thukela River valley, into which the valleys carved by the Buffalo and Mooi Rivers feed into, which is characterised by deep gorges and steep slopes.

3.1.12.2 HABITATS

There are different habitats types found in Umvoti area which are suitable for different species, namely:

- Wetlands and watercourses
- Streams
- Rivers

- Forests
- Grasslands
- Dams

The Hilton Daisy (*Gerbera aurantiaca*) population found in the grasslands surrounding the Lake is thought to be the largest population of the red-flowered variety (Figure 10) and the critically endangered Wattled Crane has nested in the wetlands for the past 3 years.

Figure 11: The Hilton Daisy (*Gerbera aurantiaca*) found on Lake Merthley Nature Reserve



3.1.12.3 KEY HYDROLOGICAL FEATURES

The key hydrological features for Umvoti municipality comprise of:

- Lake Merthley Dam
- Rivers and streams

There are six rivers that run through Umvoti Municipal area of jurisdiction: Umvoti, Mooi, Khamanzi, Hlimbithwa, Nadi and Thukela.

The entire river system in the municipal area is vulnerable. It implies that special attention will have to be paid to all development affecting the river system. The Umvoti River is already critically endangered and all development that might impact or affect the river will have to be very carefully monitored.

The catchment areas are vulnerable since large areas are exposed to erosion and agricultural practices in the traditional areas results in little or no ground cover. Good permanent ground cover is important for the long-term sustainability of catchments areas.

The uMzinyathi District has several wetland systems which are listed as a National Freshwater Ecosystem Priority Area, including the uMvoti vlei. The uMvoti vlei is situated near Greytown in the upper reaches of uMvoti catchment and is 2800 ha in extent. Most of the uMvoti vlei is permanently waterlogged, which means that a considerable volume of water is stored throughout the year in the portion of the catchment. In a large extent stream flow in uMvoti River is regulated by perennial river system. There are 772 wetlands in Umvoti Municipality that covers 6176ha (2.5%) of the area.

The bulk of Lake Merthley Nature Reserve is made up of an extensive wetland system which regulates water supply into the Merthley dam, the water supply dam for the town of Greytown. The wetland occurs in the headwaters of the Greytown Stream within the quaternary sub-catchment U140B. The Greytown Stream is a tributary of the Heinespruit that leads into the Umvoti River.

The Lake Merthley Nature Reserve wetland is comprised of several different hydro geomorphic units. The main stem (main body) of the wetland is a channelled valley bottom wetland (143ha) that is fed by a number of tributaries. The tributaries that enter the wetland on the eastern side are large (between 17 and 21ha) mostly unchannelled valley bottom wetlands. These tributary wetlands originate on the foot slopes of the dolerite capped ridge in the east and appear to be fed primary by seepage. Subsurface flows that enter from the east are far smaller (≤1ha) unchannelled seepage type wetlands. The seeps lie on higher ground, elevated on a sandstone bench (Ecca group) some 20-25m above the main body of the wetland. The seeps discharge over the edge of the bench down a steep sided valley into the main body of the wetland below. The water supply for these seepage wetlands comes from shallow secondary aquifers within overlying shale and siltstones (within fractures and joints). The water stored in the aquifer is discharged as perched springs or seepage wetlands along the contact zone between the shale and siltstone and the underlying sandstone. The seeps on the western bank of the mainstream wetland are not delineated.

Pressures:

- Reduced runoff from forestry areas as a result of high rainwater retention capacity (water infiltrates and causes detachment of soil particles and therefore results to soil erosion)
- Reduced water quality (due to pollution)
- Increased runoff
- Increase storm water peak flow intensity as well as increase in total annual storm water runoff.
- Water scarcity (in areas dependent on groundwater)
- Groundwater pollution as a result of poorly managed industrial practices
- Groundwater abstraction
- Siltation of wetlands
- River pollution as a result of drainage of pit latrines into rivers

Proposed Interventions:

The proposed interventions apply to both Umzinyathi district and its local municipalities:

- Determine all the source points contributing to declining water quality and set target objectives to minimize the impact on the health of this system.
- Bioaccumulation studies should be conducted on sediments, fish and birds hosted by the dam to derive benchmark values for contamination.
- Support the implementation of basic sanitation infrastructure projects
- Implementation of best practice environmentally sensitive storm water management systems.
- Water utilization training initiative should be initiated to train the local communities on water utilization.
- Wetlands and its tributaries act as environmental sieves and sponges and its value should be quantified. Set out research initiatives to locate all wetland systems in the district and do in depth biodiversity studies to determine the ecological value of these areas
- Strict policy for protection of wetlands from development and rehabilitation of degraded wetlands to improve water quality, water flow regulation and habitat provision at a regional scale.
- Ensure that all legal requirements in terms of environmental authorization and water use licenses are enforced for all infrastructure in water courses
- Water reticulation still a major priority in the area and efforts to supply potable water service to all communities should be a priority
- All new developments must consider their impact on regional water quality.
- Location of potentially polluting activities of infrastructure, especially waste disposal sites and cemeteries and settlement areas, should carefully consider geohydrological conditions during site selection.
- Institute a long term monitoring program that allows specific identification of water pollution sources
- Regulate the utilization of ground water in the area as allowed for by the specific permits adjudicated. Satellite technology can be applied to assess the groundwater utilization status in agricultural practices.
- Develop contingency plans for periods of drought with emphasis on communities reliant on borehole water

- Investigate different water availability scenarios for the next 20 years following rainfall, recharge and evaporation data and expected consumer pressure and plan realistically for future utilization
- Wetland delineation should thus be conducted at a site specific scale in new developments
- Ground water pollution can be addressed through provision of appropriate sanitation.

3.1.12.3 PROTECTED AREAS

3.1.12.3.1 Protected Areas and Conservation Areas:

There are two provincial nature reserves in Umvoti Municipality: Blinkwater Nature Reserve and Umvoti Vlei Nature Reserve. Umvoti Vlei Nature Reserve contains a large wetland ecosystem and provides habitat for a number of wetland birds. Within the reserve there are two hot natural springs, namely Lilani and Shushu. Blinkwater Nature Reserve is home to indigenous forests, categories as ''Mist belt Podocarpus'' upland grasslands, vleis, streams and is also home to the endangered Oribi and rare Blue Swallow.

3.1.12.3.2 Biodiversity Stewardship Focus Areas:

There are two Biodiversity Stewardship Programme focus areas within Umvoti Municipality: Lake Merthley and Nomalanga Game Reserve.

The Lake Merthley is one of the main protected areas for Umvoti Municipality. The municipality in partnership with Ezemvelo KZN-Wildlife is in the process of proclaiming Lake Merthley as a Nature Reserve. There is a very clear case for achieving formal protection in the Lake Merthley Nature Reserve area. The majority of the unplanted portion of the proposed area (11 of 17 grids) is classified as “High irreplaceability” within the EKZNW Conservation Plan due to the presence of Midlands Mistbelt Grassland and the Black-headed Dwarf Chameleon (*Bradypodion melanocephalum*). The Lake Merthley Nature Reserve is important in terms of ecological functionality, as it provides water security to the uMvoti municipality via the Lake Merthley Dam. The Lake Merthley Nature Reserve will be a partnership between the provincial conservation body EKZNW, the landowner (uMvoti Municipality) and Mondi, and will demonstrate the potential for mainstreaming biodiversity conservation within a production sector as biodiversity conservation is achieved within a commercial plantation estate.

The values of a place are those remarkable attributes that exemplify that led to it being identified as a priority for the Biodiversity Stewardship Programme. The values are important in planning and management, as they are the aspects of the place that must be protected. The values of Lake Merthley Nature Reserve include:

Table 9: Values of Lake Merthley Nature Reserve

VALUES	EXPLANATION
NATURAL VALUE	• The Nature Reserve contains two major habitats: Midlands Mistbelt Moist Grasslands (Endagered) and Alluvial Wetlands: Temperate Alluvial Vegetation. • The Nature Reserve provides suitable habitat for endangered and critically endangered species, including the following key species: Wattled Cranes, Hilton Daisy, Watsonia canaliculata, Kniphofia latifolia and Long toed tree frog. • The Nature Reserve provides suitable habitat for endemic and priority species such as Dierama luteoalbidum, Black-winged Lapwing, Buff-streaked Chat, Striped Flufftail, Lanner Falcon, Yellow-bellied House Snake, Blackheaded Dwarf Chameleon, Spotted HarlequinSnake, Striped Caco and Natal Chirping Frog.
ECOSYSTEM SERVICE VALUES	• The Nature Reserve contains 196 ha of wetland which form important foraging areas for the wattled crane pair and are essential to the water quality and water security of the dam.

3.1.12.3.3 Community Conservation Areas:

There is one Community Conservation Area found within Umvoti Municipality. This conservation area is known as Ngome Community Game Reserve and is situated in Ward 08.

3.1.12.3.4 Ramsar Sites

The Convention on Wetlands (Ramsar Convention) which was signed in Ramsar, Iran in 1971 is an international treaty which provides the framework for national action and international cooperation for the conservation and wise use of wetlands and their resources. Parties of this convention register wetlands occurring within their countries which are termed Ramsar sites. There are no Ramsar sites in Umvoti Municipality.

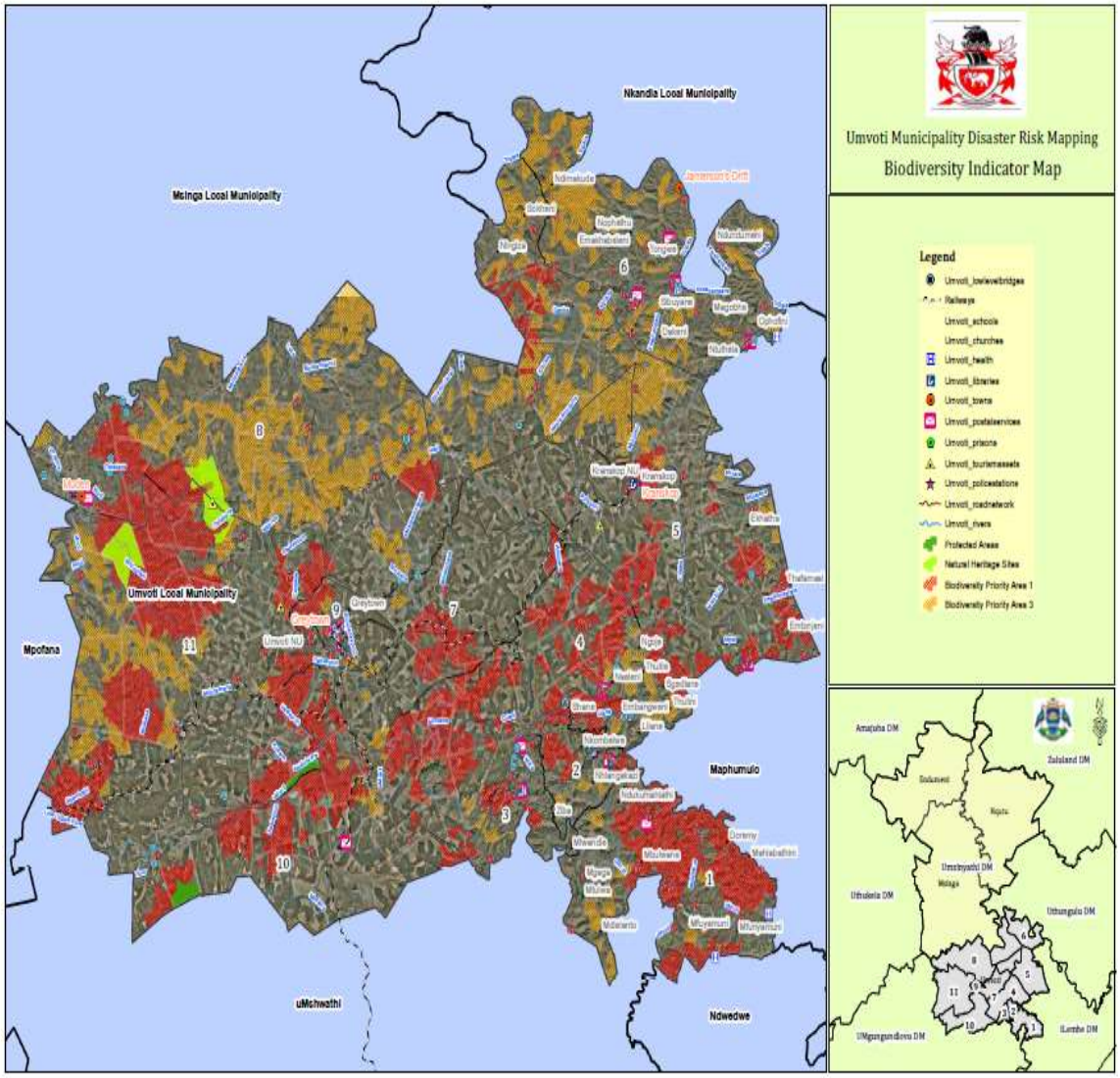
3.1.12.4 BIODIVERSITY

The most dominant vegetation types in the whole Umzinyathi District include the Midlands Mistbelt Grassland in the southern parts of the district around Greytown Thukela Valley bushveld and Thukela Thorneveld in the central parts, KwaZulu Natal Highland Thornveld in the north eastern parts of the district, and Income Sandy Grassland in the northern parts. The indigeneous forest patches are mainly concentrated in the southern and eastern parts of the Umvoti Municipality. The densest stands of trees are limited to afforested areas (plantations), which are not regarded as ecologically sensitive.

In terms of the Umzinyathi District Integrated Environmental Programme (2012), Umzinyathi shows a large variation in fled types which changes according to the way it is treated. The main driving force causing vegetation change is selective grazing. This causes the actual veld condition (species composition and cover) at a given time to differ from the modal veld type composition or benchmark.

110 vegetation types are not protected at all. Most national or regional initiatives aimed at managing biological invasions lack objective protocols for prioritising invasive species and areas based on likely future spread.

Figure 12: Biodiversity Map



Pressures:

- Loss of indigenous vegetation.
- Reduced water resource through alien invasive vegetation.
- Increased risk of flooding
- loss of indigenous vegetation
- Increased soil erosion

- Wetland destruction or drainage,
- flow patterns, and groundwater abstraction
- Reduced vegetation cover leading to reduced primary productivity and land carrying capacity
- Over grazing
- Uncontrolled veld fires
- Wood burn

Proposed Interventions:

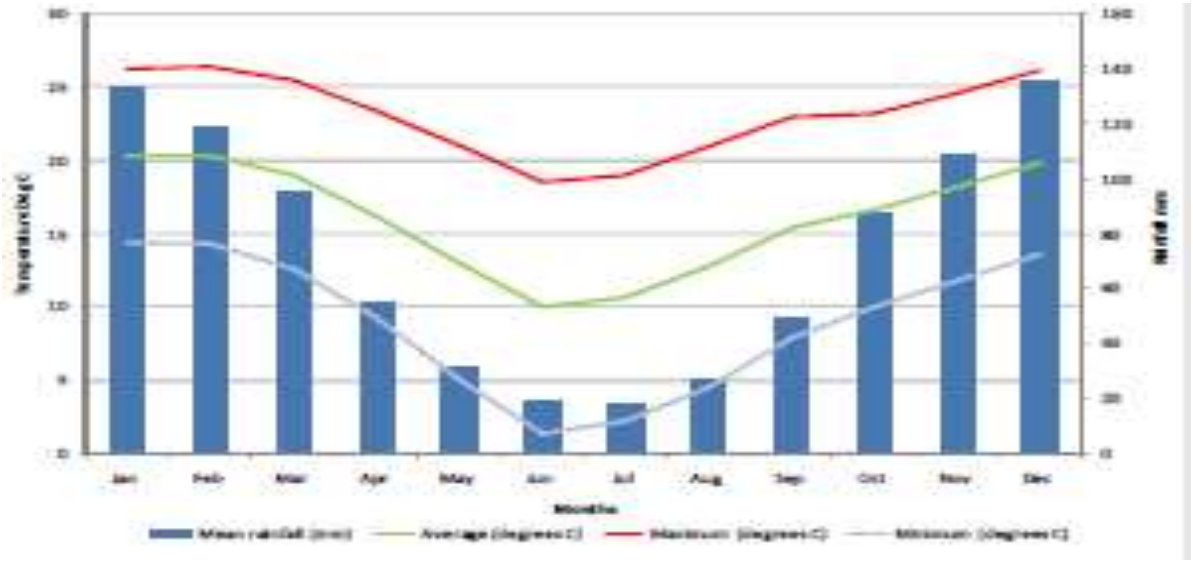
- Develop a detailed strategy to preserve indigenous grasslands and consider in the identification of IDP project planning where possible.
- The location of all projects identified in the IDP should consider the identified environmentally sensitive areas
- Annual monitoring of fixed points as well as spot checks in the broader area. Mark all occurrences of rare and endangered species (GPS) (especially vegetation) and follow up its existence in following years
- A program to cultivate rare and endangered vegetation species should be initiated and the community should be included.
- An inventory of popular medicinal plants must be drawn up and efforts to commercially produce these species must be encouraged.
- Training and education on the implication of overexploitation of medicinal plants must be conducted with the local communities.
- All EIA‘s for developments to consider their potential impact on Red Data species.
- Developments should be avoided in areas that contain Red Data Species.
- Compile an inventory of wetlands in the district
- Compile guidelines for the protection of all wetland areas
- Co-ordinate activities of water users and of water management institutions within its water management area.
- A greening‘ programme in urban and rural areas to provide shade, erosion protection, and beatification
- Prepare and adopt an Invasive Species Monitoring, Control and Eradication Plan that is integrated and aligned with the IDP
- Prioritize areas for eradication which is accessible and degrading tourism as well as agricultural value.
- Include the local community in eradication programs as an economic empowerment project.
- Landowners educated and empowered considering their mandate to clear invasive species on their land.

3.1.12.5 TEMPERATURE

The Lake Merthley Nature Reserve is in a summer rainfall area with a relatively high average annual rainfall. The mean annual precipitation is 872 mm, the potential evapotranspiration is 1699mm and run-off is 110mm. Precipitation is primarily associated with summer thunderstorms, which can be accompanied by strong winds and hail. Temperature averages range from minimum of 2°C in winter to max of 23°C in summer, with an average of 14°C.

Winters vary from cool to very cold with frequent thick frosts, and are generally very dry except for infrequent snow during cold fronts. These conditions lead to most of the grassland species entering a state of senescence, with the above-ground portions dying. Pre-frontal conditions can become warm with very strong westerly winds driving down from the escarpment. Such climatic combined with the fuel-load associated with the dead material in the grasslands result in very dangerous fire conditions.

Figure 13: Climate Data for the Greytown area



The Annual Rainfall Average for Umvoti varies from one ward to another. Figures below depict the minimum and maximum rainfall for Umvoti:

Figure 14: Minimum Annual Rainfall

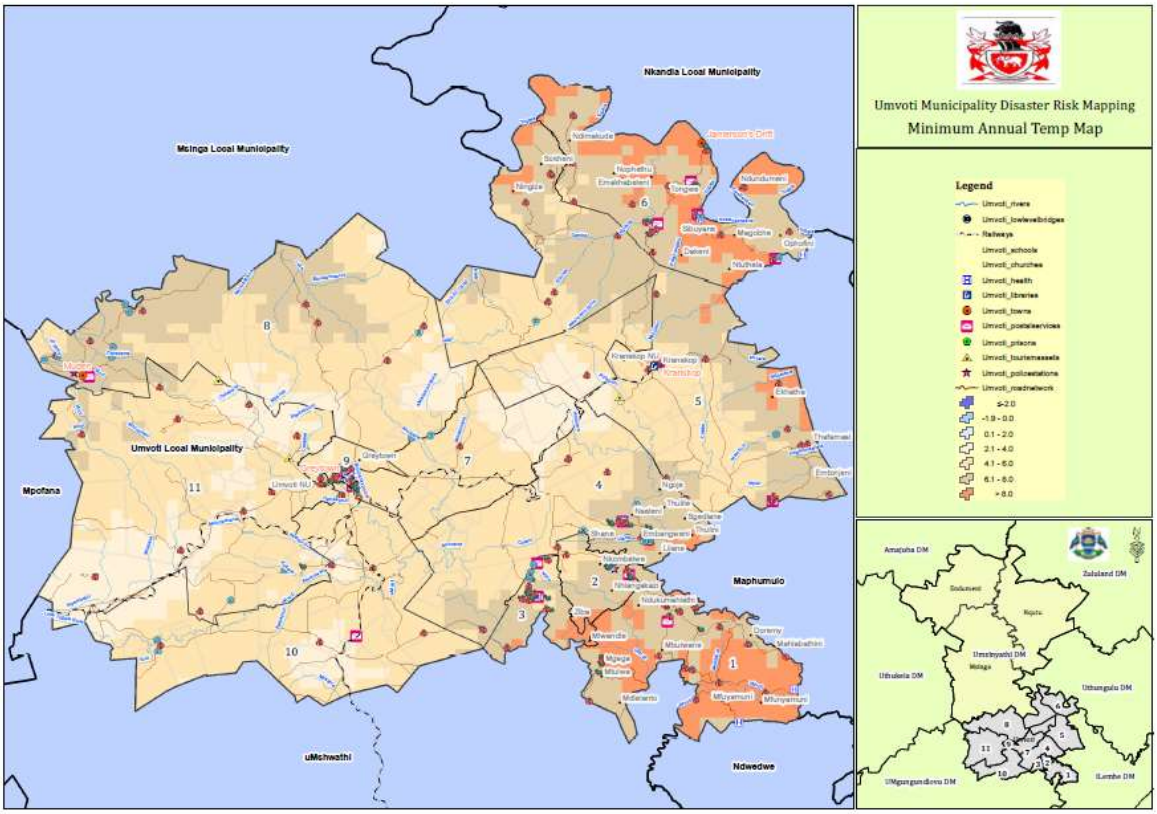
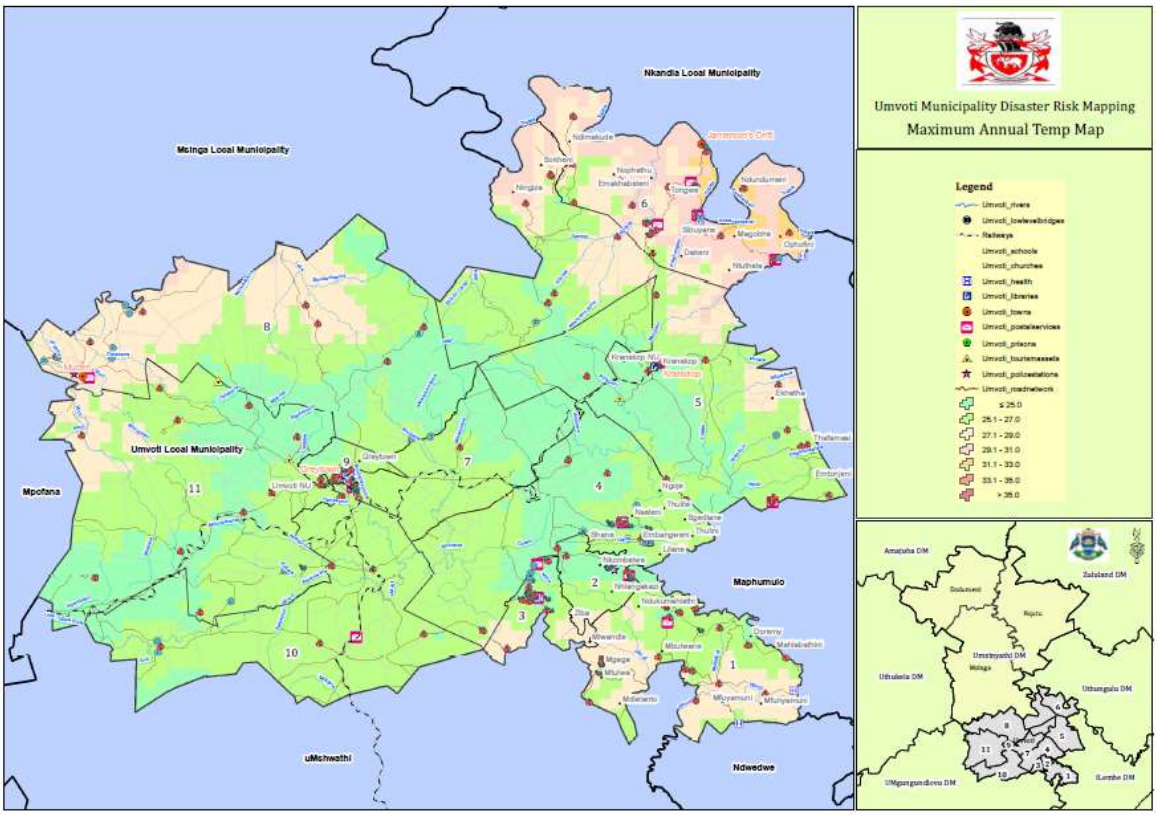


Figure 15: Average Annual Rainfall Map



3.1.12.6 CLIMATE CHANGE

Umzinyathi Climate change vision

"UMzinyathi district aims to lower its carbon footprint by promoting alternative energy measures, compact development and integrative public transport systems,"

3.1.12.6.1 DEFINING CLIMATE CHANGE

Climate change is recognized as the major environmental problem facing the globe. Escalating greenhouse gas emissions contribute towards climate change and will ultimately impact on human health, food security, natural resources, land loss and coastal infrastructure. Climate change embraces far more than temperature change and may include changes in rainfall patterns, the spread of infectious disease such as malaria, increase alien vegetation invasion and loss of biodiversity. Climate change may further lead to extinction of a large number of species.

PGDS Strategic Goal 5 refers to the: Response to Climate Change. This goal identifies the need for a response to climate change, which stems from the change in natural occurrences and the possible impacts the change in climate can have on the population of the KwaZulu-Natal. This section should not only deal with pressures on bio-diversity, but also depict possible disaster areas, with the aim of highlighting areas where special precautions are necessary to prevent disasters, or to prepare for possible disasters. UMzinyathi district is already experiencing the impact of Climate Change, with a notable increase of weather related incidents such extreme weather events e.g. flooding, lightening, droughts and rainfall variability.

Table 10: Strategies to address PGDS Strategic Goal 5: Response to Climate Change

GOAL	STRATEGY
1.1. Increase Productive Use of Land	1.1.1. Promote Sustainable agricultural land-use practices. 1.1.2. Establish a Policy and Regulatory Framework for the Reduction of Land Degradation and enhance Land Care programme. 1.1.3. Develop a Provincial Strategic Environmental Framework for the province towards Strategic Planning for Biodiversity Conservation.

1.2. Advance Alternative Energy Generation	1.2.1. Development of Provincial Alternative Energy Strategy with specific focus on Hydro, Solar and Wind Electricity potential. 1.2.2. Programme of Alternative Energy demonstration projects. 1.2.3. Establish a provincial Carbon Credit Programme.
1.3. Manage pressures on Biodiversity	1.3.1. Formulate regular provincial State of the Environment Reports in order to monitor progressive change in biodiversity. 1.3.2. Integrate Coastal Zone Management within the Province.
1.4. Disaster Management	1.4.1. Continuous Research and Monitoring of Climate Change and Variability. (Agricultural Response to Rainfall Variability, Database of environmental change factors creating hotspots due to climate change) 1.4.2. Formulation of Provincial Climate Change Disaster Response Plans. 1.4.3. Strengthen Provincial and District Disaster management capacity.
1.5. Environmental Quality	1.5.1. Monitoring of Air Quality at a provincial level. 1.5.2. Co-ordination of the Systematic reduction in Carbon Emissions and other drivers of Stratospheric Ozone Depletion. 1.5.3. Establishment of localised waste management programmes (including Reduction, Reusing, Recycling and Rehabilitation projects).

Source: Provincial Growth and Development Strategy (2011).

3.1.12.6.2 Climate change and Alternative Energy Sources

We live in a world with finite and diminishing natural resources, such that UMzinyathi District needs to convert to a low carbon, green economy that prioritises the sustainable use of alternative energy sources whilst still overcoming the development challenges faced by the district. All locals are expected to promote the use of alternative energy sources such as solar geysers, wind power, bio- diesels and hydro power.

Climate change **adaptation** and **mitigation** in all sectors will have to become one of the Municipality's top development priorities. Climate change mitigation is a collective responsibility cutting across all sectors of society and the varying governments sectors. Climate change mitigation involves a focus on reducing greenhouse gas emissions, impacting

the cause of climate change in the long term through measures such as energy conservation and use of renewable energy. Climate change adaptation involves undertaking activities designed to reduce and minimize the harmful consequences of changing climate.

In an attempt to mitigate the effect of climate change and the vulnerability of the people of UMzinyathi, the following actions are required:

- *Develop a risk reduction strategy that is aimed at relocating settlements that reside in high flood risk areas;*
- *Delineate and map areas with high flood risk;*
- *Relocating settlements that reside in floodplain areas;*
- *Empowering traditional leaders in respect of the consequences of allocating land for settlements in flood risk areas;*
- *Prohibit development of land on steep slopes;*
- *Promote the development of alternative energy, including renewable energy technologies*
- *Identify sustainable alternative energy projects in the district.*
- *Increase environmental awareness through public campaigns and educating locals of unique environmental systems.*
- *Enforcement of proactive localized measures towards climate change adaptability and mitigation.*
- *Promotion of Reforestation and avoid deforestation*
- *Promoting Public transport systems as opposed to use of private vehicles in the aim to reduce carbon emission*
- *Municipalities may incorporate climate change policies into their official plans to identify specific actions to be taken to achieve climate change objectives. These policies can complement other municipal programs and initiatives that address climate change and reduce greenhouse gases (e.g., programs for tree planting, green building and energy efficiency incentives, water conservation and carpooling).*
- *Municipalities may prohibit the use of land or erecting buildings and structures within areas that are significant features, hazard lands and areas prone to flooding (e.g., floodplains or valley lands). Prohibiting development in natural areas and hazard lands promotes ecological services that address climate change mitigation and adaptation (e.g., carbon sequestration and storm water retention and infiltration, while reducing economic, health and safety costs and risks).*

Source: UMzinyathi Draft Spatial Development Framework (2015).

3.1.12.6.3 DISTRICTS RESPONSE TO CLIMATE CHANGE MITIGATION AND ADAPTATION

The uMzinyathi district through the Environmental and Disaster Management sections have put in place the following programmes and initiatives aimed at mitigating climate change:

1. Recycling projects (All Municipalities).
2. Lightening conductor (All Municipalities)
3. Buy back center (currently only in uMvothi Municipality)
4. Removal of alien evasive species through EPWP programmes (currently only in Msinga Municipality)

3.1.12.6.4 ENVISAGED MITIGATION PROGRAMS WHICH THE DISTRICT AND LOCAL MUNICIPALITIES CAN ENGAGE IN MOVING FORWARD:

1. Workshops to educate communities on various ways to save water, recycle or dispose their waste without burning it, therefore decrease carbon emission.
2. The municipality needs to promote eco-friendly building where possible.
3. Municipalities to enforce developers of new low cost or middle income houses to have solar geysers and green roofs.
4. The District needs to look at alternative public transport systems which will lower the current carbon emission.
5. Municipal by-laws to address climate change.

Comprehensive studies need to be undertaken to identify the feasibility and suitable locations for the following strategies within the uMzinyathi for future mitigation:

1. Solar farms
2. Studies will need to be done on how the coal mines within the district can be more environmentally friendly

Umvoti Municipality faces increasing levels of disaster risk. It is exposed to a wide range of natural hazards, including severe storms, floods, heavy snow and lightning that can trigger widespread hardship and devastation. The Municipality's extensive forestry industry, coupled to the major transportation routes, inside the municipality as well as those leading to other major centres, present numerous catastrophic and hazardous materials threats. In addition to these natural and human-induced threats and despite on-going progress to extend essential services to poor urban and rural communities, large numbers of people live in conditions of chronic disaster vulnerability – in underdeveloped, ecologically fragile or marginal areas –

where they face recurrent natural and other threats that range from flooding to informal settlement fires.

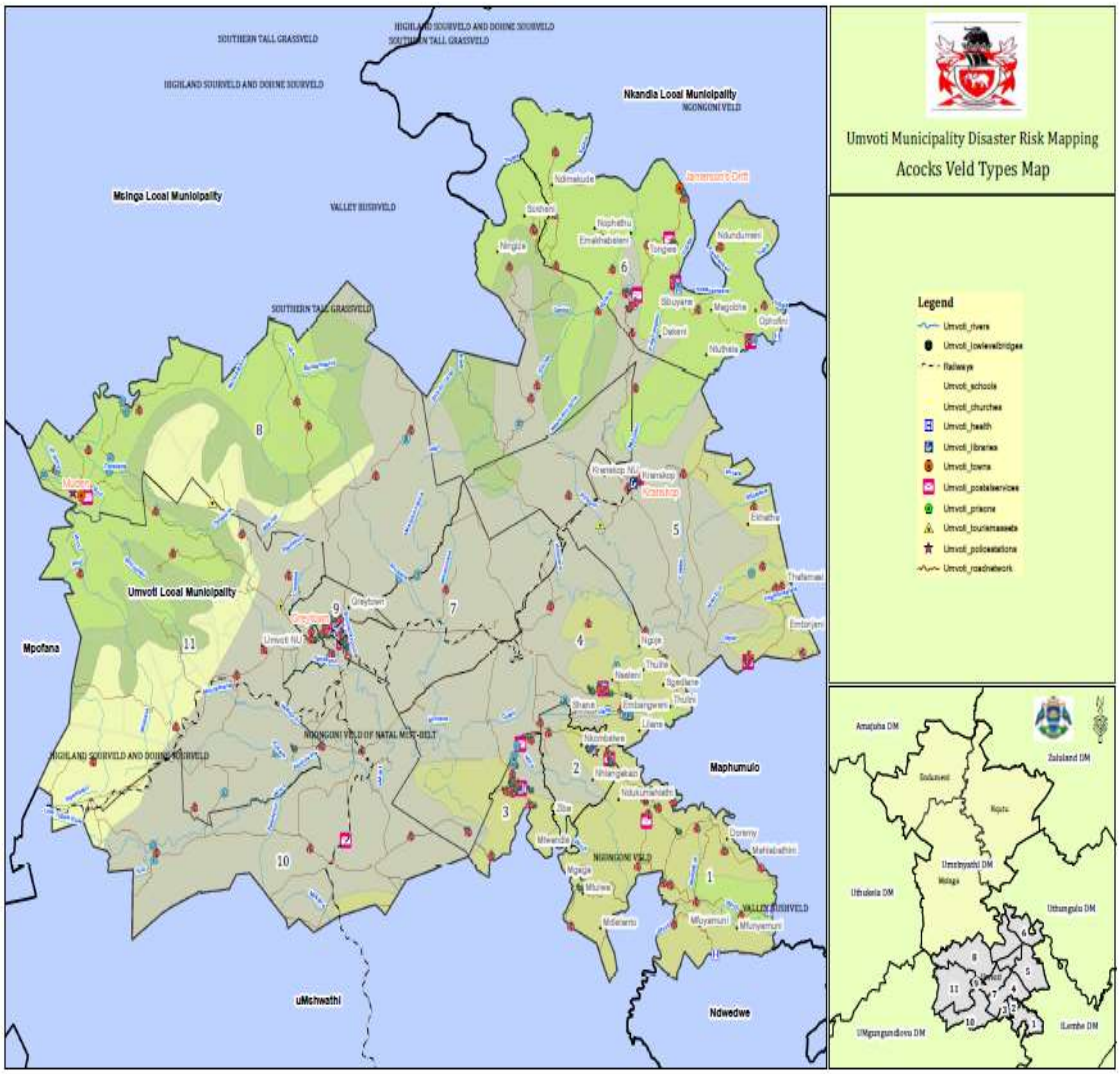
3.1.12.7 ADCOCKS VELD TYPES

Vegetation changes according to the way it is treated. The concept of the veld type originated from a consideration both of botanical composition and of practical utilization. A veld type is a unit of vegetation whose range of variation is small enough to permit the whole of it to have the same farming potential. The challenge during the original conceptualization of veld types was to group the infinite variations of the vegetation (there are approximately 20 000 species of flowering plants in South Africa) into manageable units, and to separate the natural variations from the man-made ones.

The main driving force causing vegetation change is selective grazing. This causes the actual veld condition (species composition and cover) at a given time to differ from the modal veld type composition or benchmark. Umzinyathi shows a large variation in veld types. It spans an area from the Ngongoni veld of the KwaZulu Natal mist belt, through the Valley Bushveld to the KZN Sour Sandveld in the north combined with a range of sourveld types in the mountains and river valleys of the northern parts of the municipality.

The map below shows the veld types in Umvoti.

Figure 16: Adcocks Veld Types



3.1.12.7 C-PLAN (IRREPLACEABILITY)

In terms of the C-plan data mandatory reserves (areas that have to be protected) are located in the northern and north-western parts and negotiated reserves are scattered throughout the municipal area. In addition, an area which is important for blue swallow protection has also been identified i.e. Roselands Stewardship Project.

South Africa has ratified the International Convention on Biological Diversity, which commits the country, including KwaZulu-Natal, to develop and implement a strategy for the conservation, sustainable use and equitable sharing of the benefits of biodiversity. In terms of the Constitution of South Africa, KwaZulu-Natal has responsibility for the function of nature conservation in the province, except for national parks, marine resources and national botanical gardens, and concurrent responsibility for the environment.

The Biodiversity Bill also requires Provincial Authorities together with the Department of Environment and Tourism, to compile and implement a 'Bioregional Plan' for the province that

ensures that a minimum area of each bioregion with all its representative ecosystems is protected. The results of such a planning process have both strategic planning value as well as reactive value in the event of a change in land use being proposed. Thus, the opportunity arises to have a significant input into the environmental component of the Municipal Integrated Development Plans, and via this mechanism make a meaningful and positive contribution to environmentally sensitive development in the province.

In essence important areas of environmental significance need to be identified to protect and preserve valued ecosystems, natural habitats and special case areas in order to minimize negative impacts. In terms of land use management, the specific ecosystems and vegetation communities that require environmental management are wetlands, grasslands, and indigenous forests that contain the habitats of important species. It should be noted that environmental management need not be limited to the protection/preservation but also areas may be identified for opportunities that a particular environment may provide such as the rehabilitation of wetlands, eco-tourism opportunities etc.

One of the development issues in the municipality is the promotion of LED through agriculture and tourism. There are also various projects associated with settlement growth through the implementation of Land Reform and Housing programmes. Therefore it is essential that while accommodating these challenges, environmental assets associated with the municipality are not undermined.

3.1.12.7.1 Irreplaceability analysis

The first product of the conservation planning analysis in C-Plan is irreplaceability map of the planning area, in this case the province of KwaZulu-Natal. This map is divided by 2km grid cells called ‘planning units’. Each cell has associated with it an ‘Irreplaceability Value’ which is one reflection of the cells importance with respect to the conservation of biodiversity. Irreplaceability reflects the planning units’ ability to meet set ‘targets’ for selected biodiversity ‘features’. The irreplaceability value is scaled between 0 and 1.

Irreplaceability value – 0. Where a planning unit has an irreplaceability value of 0, all biodiversity features recorded here are conserved to the target amount, and there is unlikely to be a biodiversity concern with the development of the site.

Irreplaceability value – 1. These planning units are referred to as totally irreplaceable and the conservation of the features within them are critical to meet conservation targets. (EIA very definitely required and depending on the nature of the proposal unlikely to be granted).

Irreplaceability value > 0 but < 1. Some of these planning units are required to meet biodiversity conservation targets. If the value is high (e.g. 0.9) then most units are required (few options available for alternative choices). If the value is low, then many options are

available for meeting the biodiversity targets. (EIA required and depending on the nature of the proposed development, permission could be granted).

3.1.12.7.2 C- Plan and Minset

Minset is a function or tool within C-Plan (Conservation Planning Software) that is used to identify a 'minimum set' of sites (planning units) that would fulfil the aim firstly of achieving the conservation targets within a number of constraints that can be set by the user e.g. avoid highly productive agricultural land, or land adjacent to major highways. It presents the most efficient solution to achieving conservation targets and other land use constraints. The Minset output map shows areas that are already protected, 'Mandatory Reserves' and 'Negotiable Reserves'. Mandatory reserves are those areas that appear as totally irreplaceable on the irreplaceability map, since there are no other alternatives for achieving the conservation targets. Areas identified as negotiable reserves are the areas that the Minset function returns as the most efficient for achieving targets and constraints. However there are alternatives to achieving the targets and constraints but with less efficiency, and hence the designation of this area is still negotiable.

In using the results of the Minset analysis for impact assessment and incorporating recommended areas into regional and local plans, planners need to proceed with caution. While mandatory reserves (totally irreplaceable areas) must be incorporated to meet conservation targets, negotiable reserves need not. However with respect to the latter, if an area is rejected for incorporation into the conservation network, landscape planning cannot end there. For the planning cycle to be completed in this respect, the planner must identify and recommend the incorporation of alternative sites that will allow the targets for the affected biodiversity assets to be satisfied. This will involve the rerunning of the Minset analysis with the initially excluded site removed from the analysis, and is what makes C-Plan a truly interactive and iterative planning tool.

Figure 17: C-Plan

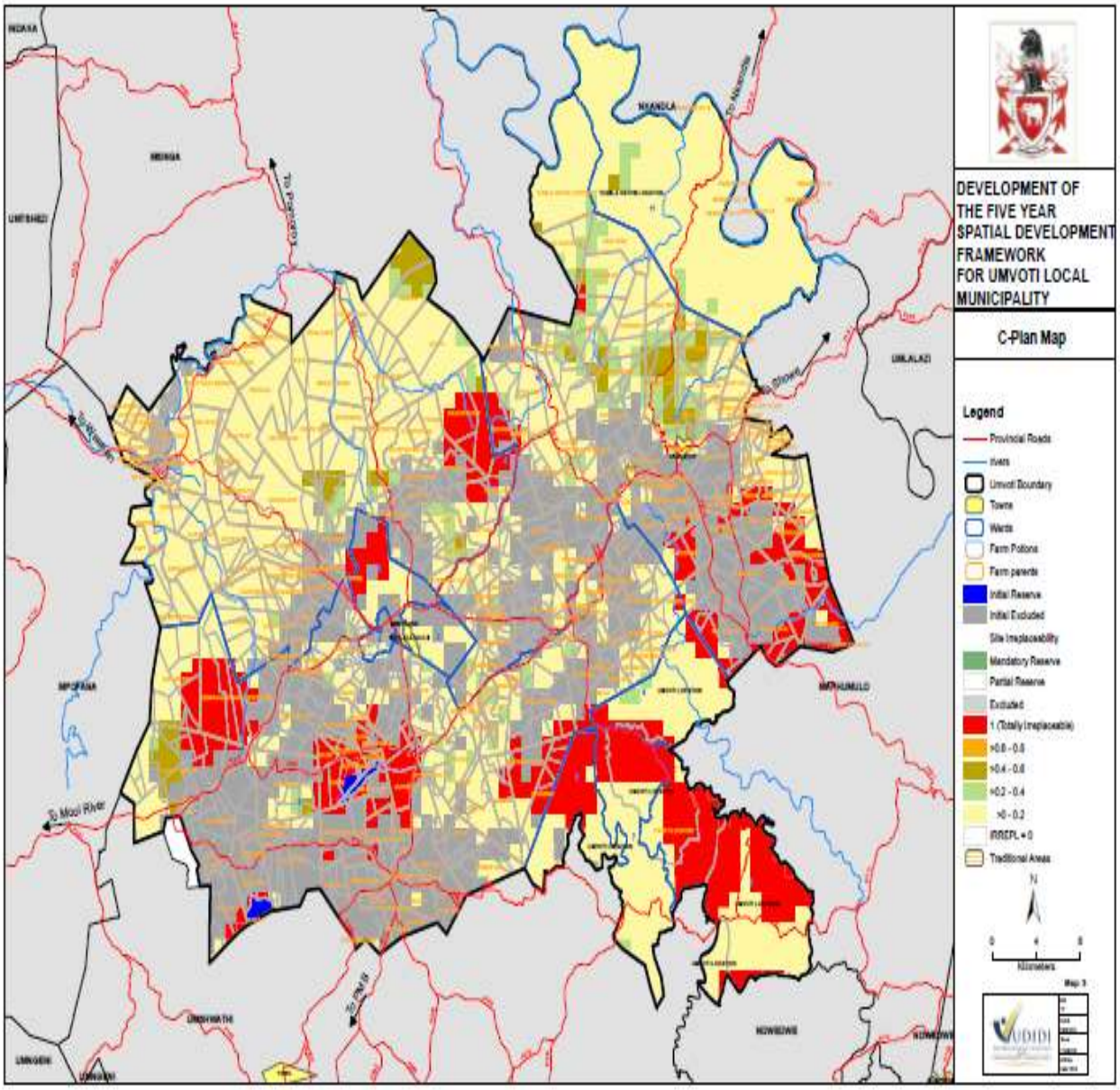
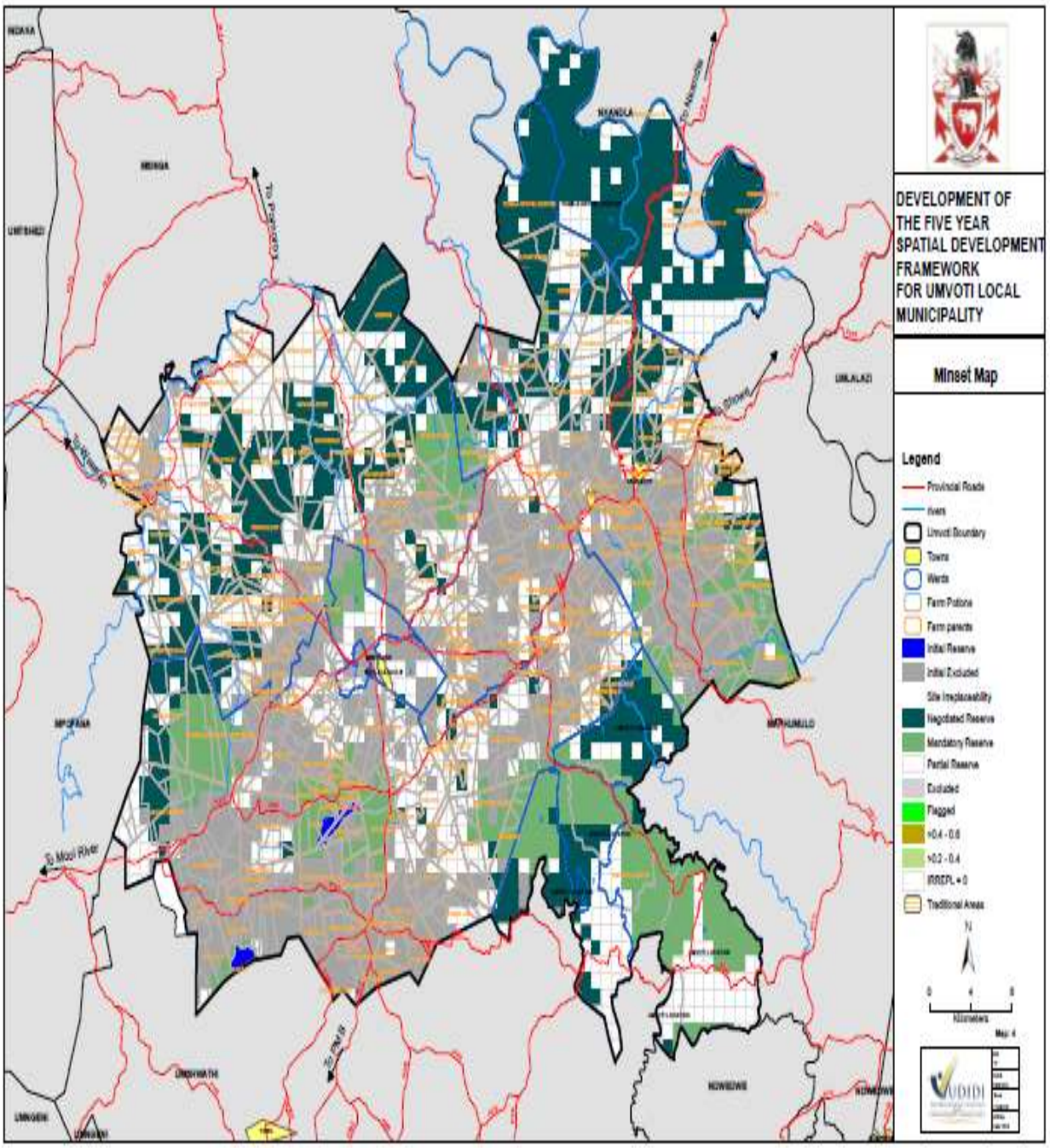


Figure 18: Minset



3.1.12.8 RIVER SYSTEM, WETLANDS, DAMS AND FLOOD LINES

The Umvoti Municipality is very well watered with many perennial rivers and streams and a large number of farm dams. There should be demarcation of the 1:100 flood lines for all watercourses to control future development within these zones. The prohibiting of all future development within this area should be subject to Environmental Impact Assessment (EIA'S).

It must be stressed that wetlands identified over and above these maps should be subject to the same guidelines:

(i) Infilling, drainage and hardened surfaces (including buildings and asphalt) should not be located in any of the wetland zones (i.e. permanent, seasonal and temporary) such activities generally result in significant impacts on a wetland's hydrology, hydraulics and biota and on the goods and services wetlands provide.

(ii) Hardened surfaces and erven should be located at least 15 m outside of the outer boundary of the seasonal/permanent zone (Note: if the width of the outer temporary zone is greater than 15m and Item 1 above is met then this requirement would automatically be met). The seasonal and permanent zones generally have surface water for extended periods. In the case of seasonal zones, it may be for most of the wet season and in the case of permanent zones, it may be throughout the year. A buffer is required between areas potentially generating non-point source pollution and such areas characterized by surface water.

(iii) Extension to the buffer in localized areas should also be included to minimize the impact of concentrated stormwater run-off into the wetland. Stormwater outflows should not enter directly into the wetland. A predominantly vegetated buffer area at least 20m wide should be included between the stormwater outflow and the outer boundary of the wetland, with mechanisms for dissipating water energy and spreading and slowing water flow and preventing erosion. This buffer is particularly important when the catchment feeding the stormwater drain comprises predominantly hardened surfaces. Extensive hardened surfaces in the catchment and stormwater drains significantly increase the intensity of stormwater runoff, which increases the risks of erosion in a wetland. In addition, urban stormwater runoff is often polluted. A buffer is therefore required to reduce the energy and erosive power of the stormwater and to decrease the level of pollutants in the runoff before it enters the wetland.

(iv) Where the wetland has a particularly high biodiversity value, further buffering may be required, the width of which would depend on the specific requirements of the biota. This should be determined in consultation with Ezemvelo KZN Wildlife. The value of a wetland for biodiversity derives not only from features of the wetland but also from the quality of natural, non-wetland areas adjacent to the wetland, as many wetland

dependent species such as the giant bullfrog (Pyxicephalus adspersus) require both wetland and non-wetland habitat.

(v) If a road crossing is planned in a wetland, first seek an alternative route. If this is not available then ensure that the road has minimal effect on the flow of water through the wetland (e.g. by using box culverts rather than pipes). Do not lower the base level of the wetland or any stream passing through the wetland. Ensure an adequate buffer is present to deal with run-off from the road (see Item 3 above). During construction, minimize disturbance of the wetland at and adjacent to the road crossing site. Road crossings may potentially greatly modify local water flow patterns in a wetland. In addition to having a damming or draining effect on the flow upstream of the road, roads which do not allow for the adequate passage of water may concentrate flow downstream, increasing the erosion hazard and drying out this portion of the wetland. A lowering of the base level increases the gradient in the wetland, thereby increasing the speed of water flow and its erosive potential and the extent to which it contributes to lowering the water table.

(vi) Where a road runs alongside a wetland and it intercepts natural hill slope runoff into the wetland, the road should be set back from the boundary of the wetland by at least 20m and feed-off points should be included at frequent intervals along the road (at least every 100m) and the outflows of these should conform to the requirements of the storm water outflows (given in Item 2 above). A road running alongside a wetland can strongly affect the natural hill slope runoff into the wetland by intercepting this runoff and concentrating it in localized entry points. The fewer the feed-off points into the wetland and the less protected they are, the more severe this effect will be.

(vii) Where development (e.g. hardened surfaces, infilling and drainage) in a wetland is unavoidable then the resulting impacts must be mitigated. In many cases, off-site mitigation may be the only means of achieving satisfactory mitigation. The cumulative loss of wetlands in South Africa is already very high (see Section 1.1) and the continued net loss of wetlands needs to be prevented. Invasion of a wetland by alien plants may considerably reduce the integrity of a wetland.

(viii) Where any disturbance of the soil takes place in a wetland, clear alien plants which establish and follow up for at least 2 years thereafter. Disturbance of a wetland favours the establishment of alien plants, which require long-term control.

(ix) Where the infiltration rate of a wetland's catchment is naturally high and the wetland is maintained predominantly by groundwater input, at least 60% of the wetland's catchment should remain as permeable surfaces in a residential area and preferably at least 30% in an industrial/commercial area. Where the level of development is very high, reduced surface runoff can be promoted through mechanisms such as porous pavements (The inclusion of these mechanisms in areas dominated by hardened surfaces is generally sound catchment management practice and should be encouraged

widely). Failure to maintain groundwater input to a predominantly groundwater-fed wetland will considerably alter the hydrological regime of the wetland, thereby compromising its integrity.

(x) The onus is on the developer to identify and delineate all wetlands in the project area at a finer scale depending on the proposed development. Mapping at a minimum scale of 1: 10 000 is generally require .in order to account for the impact of a development adjacent to a wetland, it is essential that the boundary of the wetland be mapped. Any wetlands identified on the ground should be delineated and mapped by the municipality on an on-going basis.

(xi) Any development must comply with the requirements of the National Water Act. Through the concept of the "ecological reserve", this act makes provision for ensuring water of acceptable quantity and quality for maintaining the ecological functioning of wetlands and river systems. While wetlands assist in enhancing water quality, they should not be relied upon as an easy substitute for addressing pollution at source, as this may lead to serious impacts to the wetland systems.

(xii) Access to wetlands by off-road vehicles, man and livestock, should be as far as possible prevented.

(xiii) Development within the flood line or within 32m of a river or stream should be avoided and vegetation in this zone should be conserved.

3.1.12.9 INDIGENOUS FORESTED AREAS

These areas are not mapped however; all areas of thornveld and all areas under indigenous forest and properties with indigenous trees should be subject to the following guidelines:

- No indigenous trees should be removed without authorization from DWAF who are responsible for protection of protected tree species.
- No undergrowth should be removed or the natural forest structure interfered with in any way as; when the forest undergrowth is removed, the large trees left standing often slowly die due to drought. Authorization must be obtained from DWAF prior to any clearing of both trees and under story of indigenous forested areas.
- All forest along streams and rivers must be conserved to prevent bank erosion.
- Wherever possible, patches of forest must be linked to form a continuous network and thus a path of migration for flora and fauna present (bushbuck, duiker, birds and so on) this would be easiest along existing corridors like streams and rivers.

- Forest trees should be left to screen development to improve storm water drainage and aesthetics.

- Developers should be encouraged where possible to maintain any trees on site as part of the layout of the development.

3.1.12.10 AREAS OF HIGH BIODIVERSITY VALUE

These areas are identified in the mapping as High Importance Landscapes, Ecosystems or Species. Further areas of high irreplaceability and areas in the Minset data set designated as non-negotiable or negotiable reserves should be categorized in this category.

- Should there be a change in land use or development density (in terms of the Town Planning Scheme and as listed in Schedule 1, Section 1, or 2 of the Environmental Conservation Act (ECA) of 1989), or the upgrading or construction of structures and facilities as listed in the ECA, the vegetation in high biodiversity areas should not be cleared until a "botanical assessment" has been undertaken and approval granted by the Department of Agriculture and Environmental Affairs approved.

- The local authority should negotiate with the property developer to incorporate land not to be used for development into Conservation Reserves. This can be done when permission for development is being sought.

- Earthmoving equipment must be prohibited from the site until the environmental assessment has been approved and the vegetation to be conserved has been demarcated.

- The Local Council should not plant exotic trees or shrubs in areas of this category.

- Sub divisional applications should be assessed in the light of proposed usage and the effect it would have on areas of high biodiversity value.

- Landowners should be made aware of the high biodiversity value of their land before purchase.

- Landowners should be made aware of their responsibly to maintain and manage the vegetation on their land.

- The local council may need to provide assistance in the form of advice to landowners in high biodiversity value areas.

3.1.12.11 REQUIRED INTERVENTIONS

Areas identified as areas of high irreplaceability and areas in the minset data set designated as non-negotiable reserves should be categorized in this category, Further the environmental atlas areas within the municipality are almost entirely biodiversity related and therefore these areas are included in this category. These areas are somewhat limited by land transformation in the municipality and include only small portions of the northern areas and south western of the study area.

- This zone represents areas of natural vegetation and therefore any transformation of this area greater than 3 Ha should be subject to impact assessment. Further any development greater than 1 Ha would be subject to Basic Assessment and any development greater than 20 Ha would be subject to Full Environmental Impact Assessment.

- The local authority should negotiate with the property developer to incorporate land not to be used for development into Conservation Reserves. This can be done when permission for development is being sought.

- The Environmental Impact Assessment required for priority 1 zones should include a biodiversity assessment of the site and it biological value.

- The layout of the development should take biodiversity impacts and mitigation into account and as such should avoid areas of high biodiversity value.

- The local authority should negotiate with the property developer to incorporate land not to be used for development into Conservation Reserves. This can be achieved as part of authorization for development on submission of the plans.

- When building plans are submitted to the local authority for approval, they shall indicate whether the development constitutes a listed activity and if so include a copy of the Record of Decision (ROD) issued by DAEA and an Environmental Management Plan (EMP) where required by the ROD.

- No construction of a listed activity under the NEMA EIA regulations may begin without authorization from DAEA, the Municipality in its development control capacity should not, under any circumstances, authorize any listed activity until such time as DAEA has given authorization for the activity to go ahead.

- Any unauthorized development should be reported immediately to the DAEA.

- The width of survey paths shall be kept to the absolute maximum of 1 metre.

- Where areas have been set aside for conservation in the layout, such areas will have to be demarcated. This should be done before building starts, sites must be staked and should be fenced or cordoned off with Chevron Tape. This is with a view to preventing damage to conservation areas during construction and operation. The fencing used should be appropriate and should allow for the movement of small animals, which may be found in this area.

- In the conserved areas, only nature-related recreation and education shall be permitted, such as bird watching, walking and canoeing. These areas should be left as undisturbed as possible.

- Exotics should be avoided in landscaping of developments.

- Invasive aliens should be eradicated as part of landscaping and management plan for the development.

- As far as possible, medium density housing development in this zone should be clustered in order to minimise visual impact and the amount of land needed. This reduces development costs and also makes land available for conservation or open space purposes. Further advantages are wind protection and better controlled access the development area

- Landowners shall be made aware of the priority status of their land before purchase. Estate agents in the area could assist in this regard. The clearance certificate issued to each purchaser shall make note of the priority status, for the purchaser's information, should the estate agent not have raised the issue.

- Earthmoving equipment must be prohibited from the site until the environmental assessment has been approved and the vegetation to be conserved has been demarcated.

- The Local Council should not plant exotic trees or shrubs in areas of this category.

- Sub divisional applications should be assessed in the light of proposed usage and the effect it would have on areas of high biodiversity value.

- Landowners should be made aware of the high biodiversity value of their land before purchase. Landowners should be made aware of their responsibility to maintain and manage the vegetation on their land. The local council may need to provide assistance in the form of advice to landowners in high biodiversity value areas.

3.1.13 SPATIAL & ENVIRONMENTAL: TRENDS AND ANALYSIS

The key spatial and environmental issues and trends are listed below:

- Dispersed low-density settlement pattern in traditional council areas, making the provision of physical and social infrastructure (roads, water, electricity, clinics, schools, and police stations), and the costs of installing, maintaining and operating infrastructure very high.

- Steep river valleys and hilly terrain, which create obstacles to accessibility, and limits the extent of agricultural production. But this type of terrain or topography also provides eco-tourism opportunities and the municipality should consider community conservancy projects in these areas.

- Weak road and communication linkages exacerbated by hilly topography, with few tarred surfaces and few bridges across rivers.

- Limited farming practices in traditional council areas that do not make optimal productive use of the agricultural potential of the area.

- Limited economic activity in traditional council areas, resulting in income leakage outside these areas, exacerbated by a lack of business support services.

- Overgrazing, fire, illegal sand winning and encroaching settlement could cause environmental degradation if not controlled or dealt with decisively.

3.1.14 CROSS CUTTING ANALYSIS: SWOT ANALYSIS

Table: 11: Cross Cutting Analysis :SWOT analysis

STRENGTHS	WEAKNESSES
Spatial: • Umvoti Municipality is located at the edge of the Midlands area, which is renowned for its high agricultural potential and high value outputs which accounts for its competitive advantage both provincially and nationally. • Umvoti is one of the important provincial farming areas. • Location along R33 and approximately 75 km from Pietermaritzburg	**Spatial:** • **Dispersed low-density settlement pattern in traditional council areas**, making the provision of physical and social infrastructure (roads, water, electricity, clinics, schools, and police stations), and the costs of installing, maintaining and operating infrastructure very high. • **Steep river valleys and hilly terrain**, which create obstacles to accessibility, and limits the extent of agricultural production. • **Weak road and communication linkages** exacerbated by hilly topography, with few tarred surfaces and few bridges across rivers.
Environment: • Strong natural resource base	**Environment:** • Poor management of the natural environment as a prime asset and resource base for the municipality.

OPPORTUNITIES	THREATS
Spatial: • Rural Housing Projects will address issues of densification. • Upgrade of R33 presents a major opportunity for tourism activies	**Spatial:** • High cost of infrastructure and Financial constraints
Environment: • Annual monitoring of fixed points as well as spot checks in the broader area. Mark all occurrences of rare and endangered species (GPS) (especially vegetation) and follow up its existence in following years • A program to cultivate rare and endangered vegetation species should be initiated and the community should be included. • An inventory of popular medicinal plants must be drawn up and efforts to commercially produce these species must be encouraged. • Developments should be avoided in areas that contain Red Data Species. • Compile an inventory of wetlands in the district • Compile guidelines for the protection of all wetland areas • Co-ordinate activities of water users and of water management institutions within its water management area. • A greening‘ programme in urban and rural areas to provide shade, erosion protection, and beatification	**Environment:** • Loss of indigenous vegetation. • Reduced water resource through alien invasive vegetation. • Increased risk of flooding • Increased soil erosion • Wetland destruction or drainage, • flow patterns, and groundwater abstraction • Reduced vegetation cover leading to reduced primary productivity and land carrying capacity • Over grazing • Uncontrolled veld fires • Wood burn

3.1.15 DISASTER MANAGEMENT

3.1.15.1 MUNICIPAL INSTITUTIONAL CAPACITY

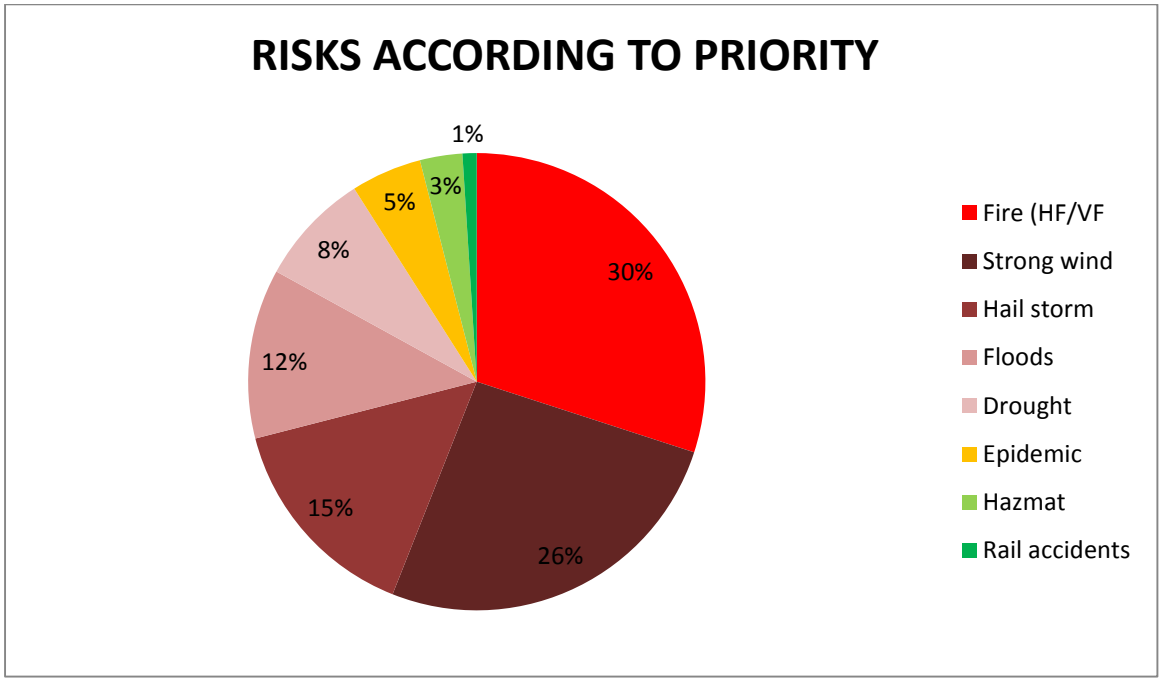
Umvoti Municipality Disaster centre is well established within Municipal Buildings. Umvoti Municipality did budget for the relief stock and currently 350 blankets have been acquired. The District Disaster Management Centre also supplies us with some stock. Only Disaster Manager and Disaster Officer are presently employed by the Municipality. Ten volunteers are supplied by the District. The 911 centre is accommodated within municipal building and have entered into a contract with the municipality to deal with 24 hours service to disseminate information through telephone and radios. Umvoti Municipality is also a member of Umvoti Fire Protection Association which assists the municipality to curb fires during fire occurrences. Umvoti Fire and Rescue is also well established and falls under the Disaster Management Unit.

3.1.15.2 RISK ASSESSMENT

Umvoti Local Municipality faces many different types of risk on a daily basis, including health risks, environmental risks, financial risks and security risks. However, disaster risk specifically refers to the likelihood of harm or loss due to the action of natural hazards or other external threats on vulnerable structures, services, areas, communities and households.

Risk assessment for Umvoti Municipality was undertaken in 2012 during finalization of Disaster Management plan and the following Priority Risks (Hazards) were identified:

FIGURE 19: Risk according to priority



The above mentioned disasters are likely to occur in almost all municipal wards. Hailstorm is the most common one, however there are other risks that occur or are likely to occur in some areas:

- The hail storm affected Eshane, Matimatolo and Mbulwane areas on 28th November 2011 as well as Muden area on 31st December 2011.

- On the 13th December there was a massive hailstorm that affected Greytown and the surrounding areas. The affected wards were Wards 7, 9 and 10.

- Ward 4 – Lilani bridge (near Lilani Hot springs) also pauses a threat in this ward. At the stage the contract will be completing the construction at February 2015.

- Ward 5 – Informal settlements at 19 (Kranskop Town) are exposed to fires and heavy rains damages the houses.

- Electricity theft is in a high rate, and the bare cables are running on the ground and this could cause a serious damage to peoples' lives.

- Ward 5- The vulnerable infrastructure in this ward includes the railway line which runs through it. Railway accidents are likely to occur in this area.

- Ward 7 - The vulnerable infrastructure in this ward includes the railway line which runs through it. Railway accidents are likely to occur in this area. Children are exposed to road accidents because they always cross the R74 road that goes to Stanger on their way to and from Hermannsburg School.

- Ward 9 also comprises of informal settlements (Tent Town and Coloured Village) and these areas are prone to fires. The Tent Town is established in a wetland and therefore is prone to flooding. During the hailstorm occurred on the 13th December 2013, these informal settlements were heavily affected.

- Ward 10 – also comprises of an informal settlement (Lindelani) and this area is prone to fires. These were also affected by 2013 hailstorms.

- Ward 11 – the vulnerable infrastructure includes the railway line between Greytown and Mooi River and R74 main road between Greytown and Muden. The railway accidents are likely to impact on this ward and car accidents are also likely to occur.

There are no Hazard maps available at this stage. The Service Provider who was appointed to conduct the assessment did not produce any vulnerability maps. Up to date the maps has never been produced as per the hope that the district was going to send a team to do the mapping of all the hazards and vulnerability areas; after considering critical factors of vulnerability such as political, social, economic, technological and environmental factors.

Some risks, particularly those triggered by climate processes must be reviewed seasonally prior to the rainy season or hot summer months. Other risks, such as flood risk, require extensive flood hydrology investigations. Summer and winter contingency plans were produced with the help of the District to be ready for each season in 2013.

3.1.16 RISK REDUCTION AND PREVENTION

3.1.16.1 DISASTER MANAGEMENT PROGRAMMES/PROJECTS BY MUNICIPALITY

Table 12: Disaster Management Programmes/projects by Municipality

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	DATE
Lightning conductors	R200 000-00	all homestead previously attacked by lightning strikes/bolts	1 July 2015
Fire breaks	R60 000-00		1 May 2016
Educate Communities on disaster & fire risk: roll out of awareness campaigns in schools, public meetings, community awareness in partnerships with WOF, Mondi,etc	R50 000-00	All wards	Ongoing
Capacity: Procurement of Fire equipment Procurement of Disaster stock relief Procurement of promotional material	**R3 820 000-00** R3 600 000-00 R200 000-00 R20 000-00	All wards	1 September 2015

3.1.16.2 DISASTER MANAGEMENT PROGRAMMES/PROJECTS BY STAKEHOLDERS

Table 13: Disaster Management Programmes/Projects by Stakeholders

NAME OF THE PROJECT	BUDGET	TARGET AREAS	DATE
Renovation of Halls by COGTA	R120 000-00	Mbangweni and Gwinyamathe Halls	1 July 2015
Installation of Lighting Conductors	R60 000-00	All areas that were previous affected	1 November 2015

Figure 25: Map showing disaster risk & reduction project linked to budget

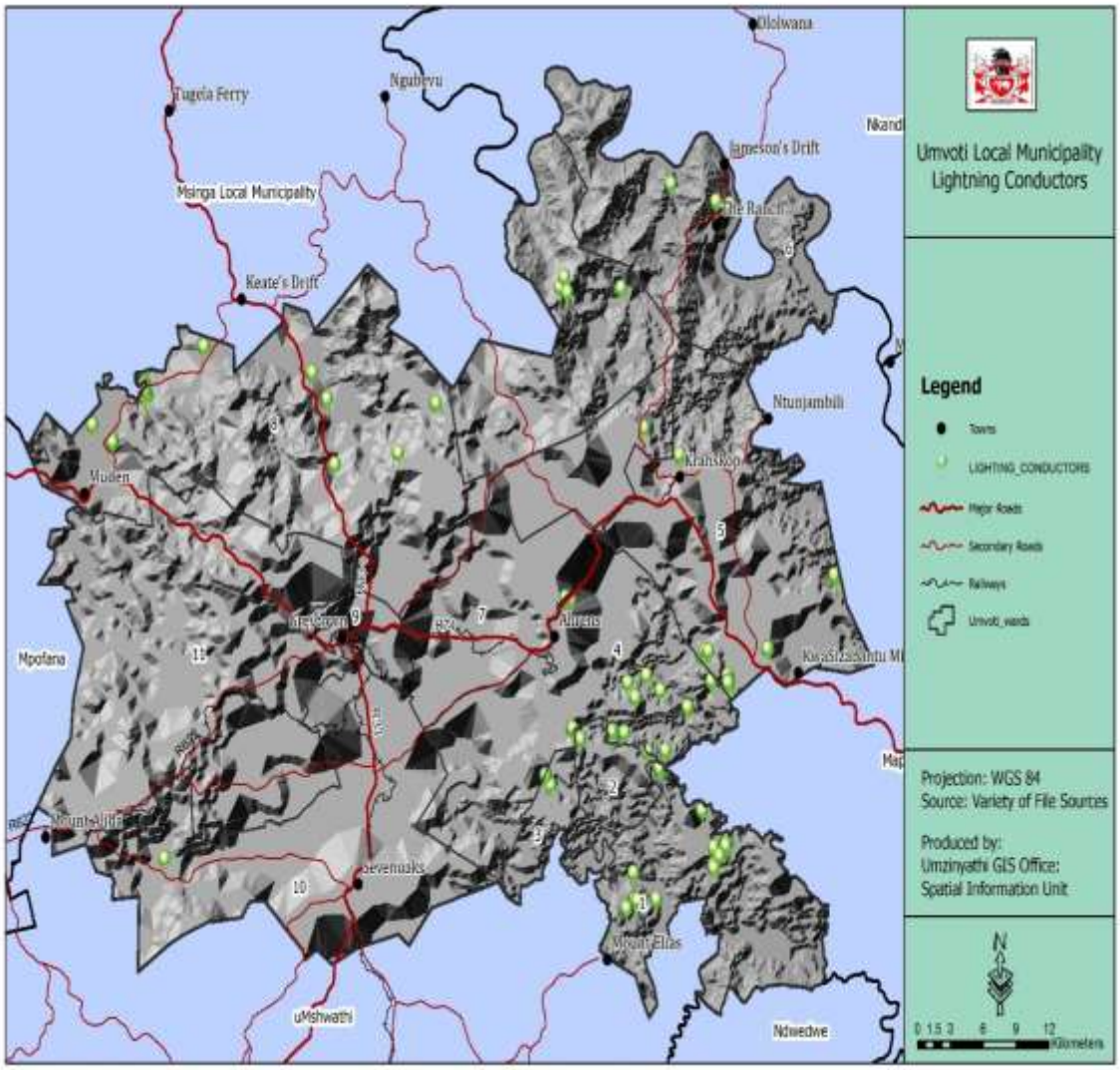
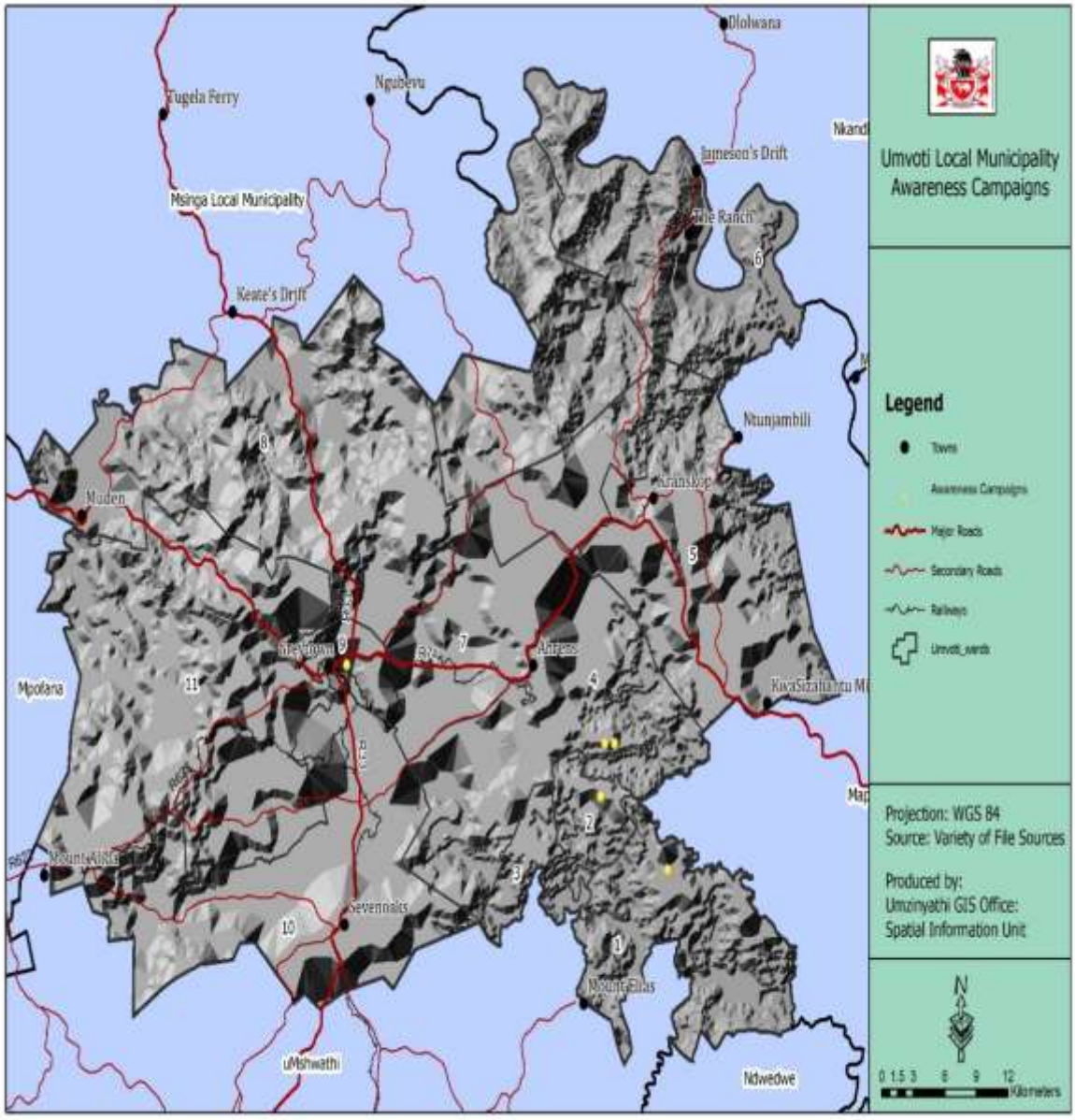


Figure 26: Awareness Campaigns



3.1.16.3 DISASTER RISK RATING MAPS (DISASTER RISK EVALUATION MAPS)

The disaster assessment was conducted and the risk rating maps prepared for the municipality. The maps include the following: Fire Risk Map, Veld Fire Map, Animal Epidemic Risk Map, Air Transport Risk Map, Rail Transport Risk Map, Road Transport Risk Map and Hazmet Map. The maps listed above are presented in the maps below:

Figure 20: Hazard Map

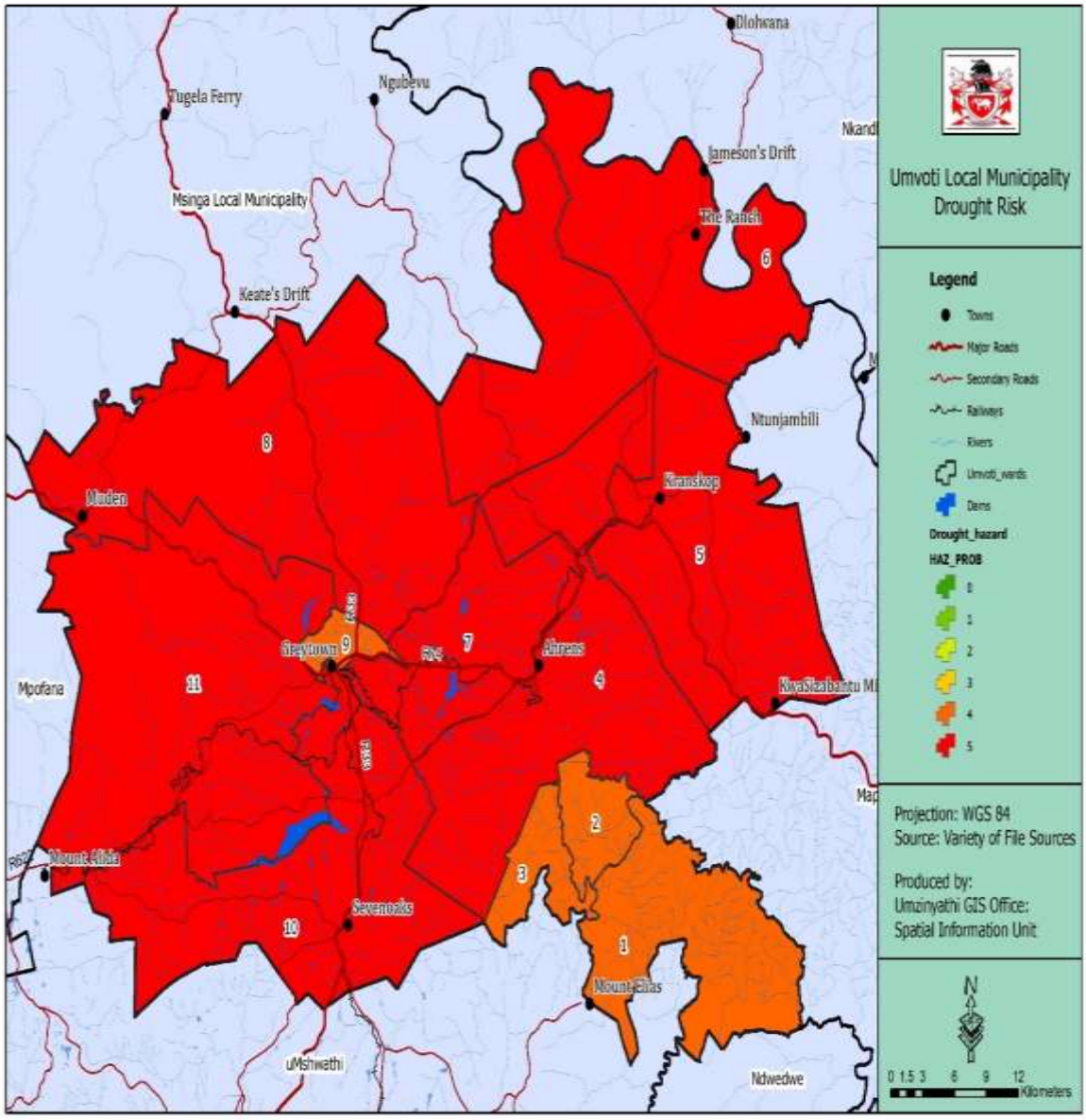


Figure 21: Veld Fire Map

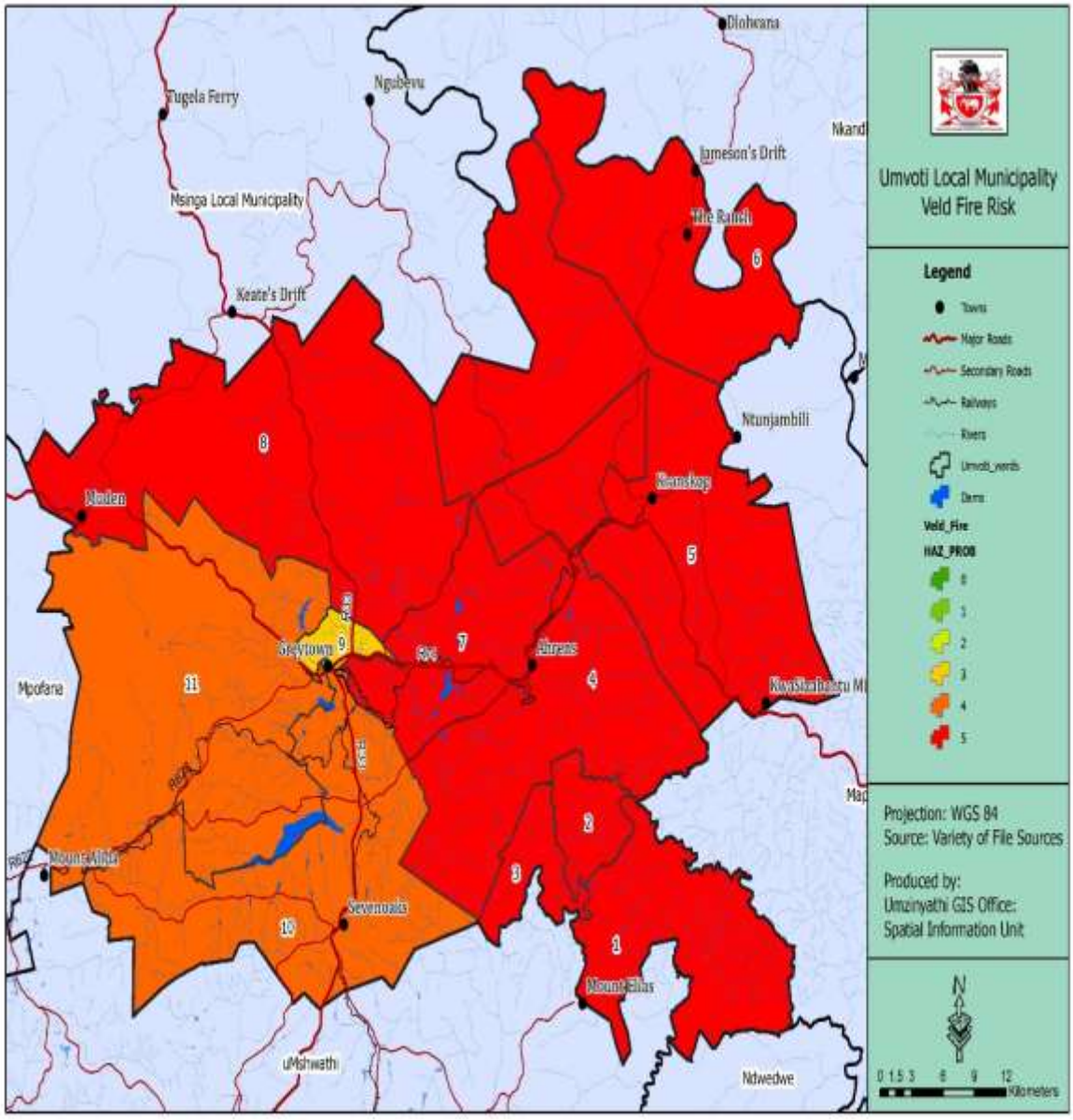


Figure 22: Vulnerability Map

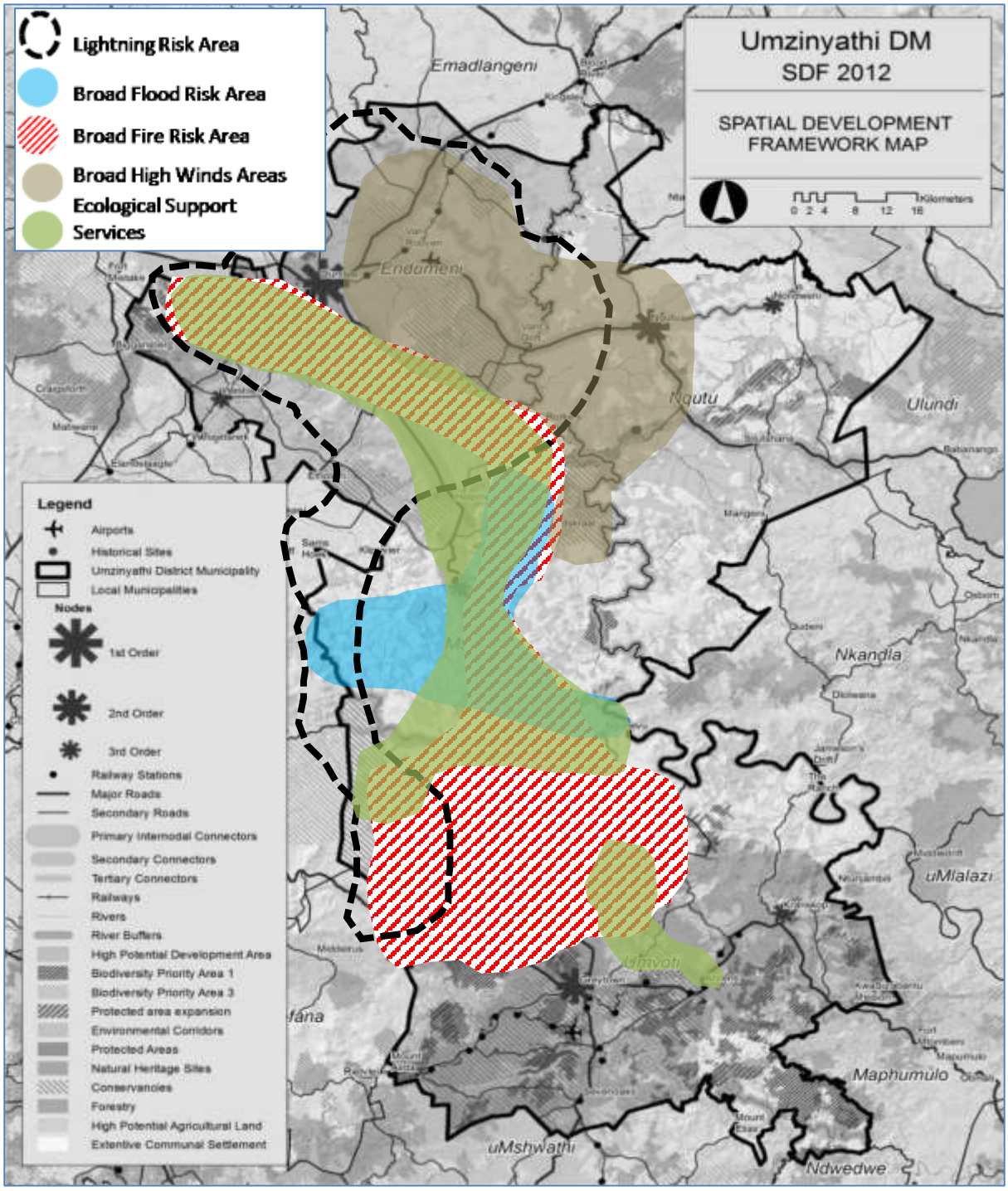


Figure 23: Status Quo Disaster Risk Assessment

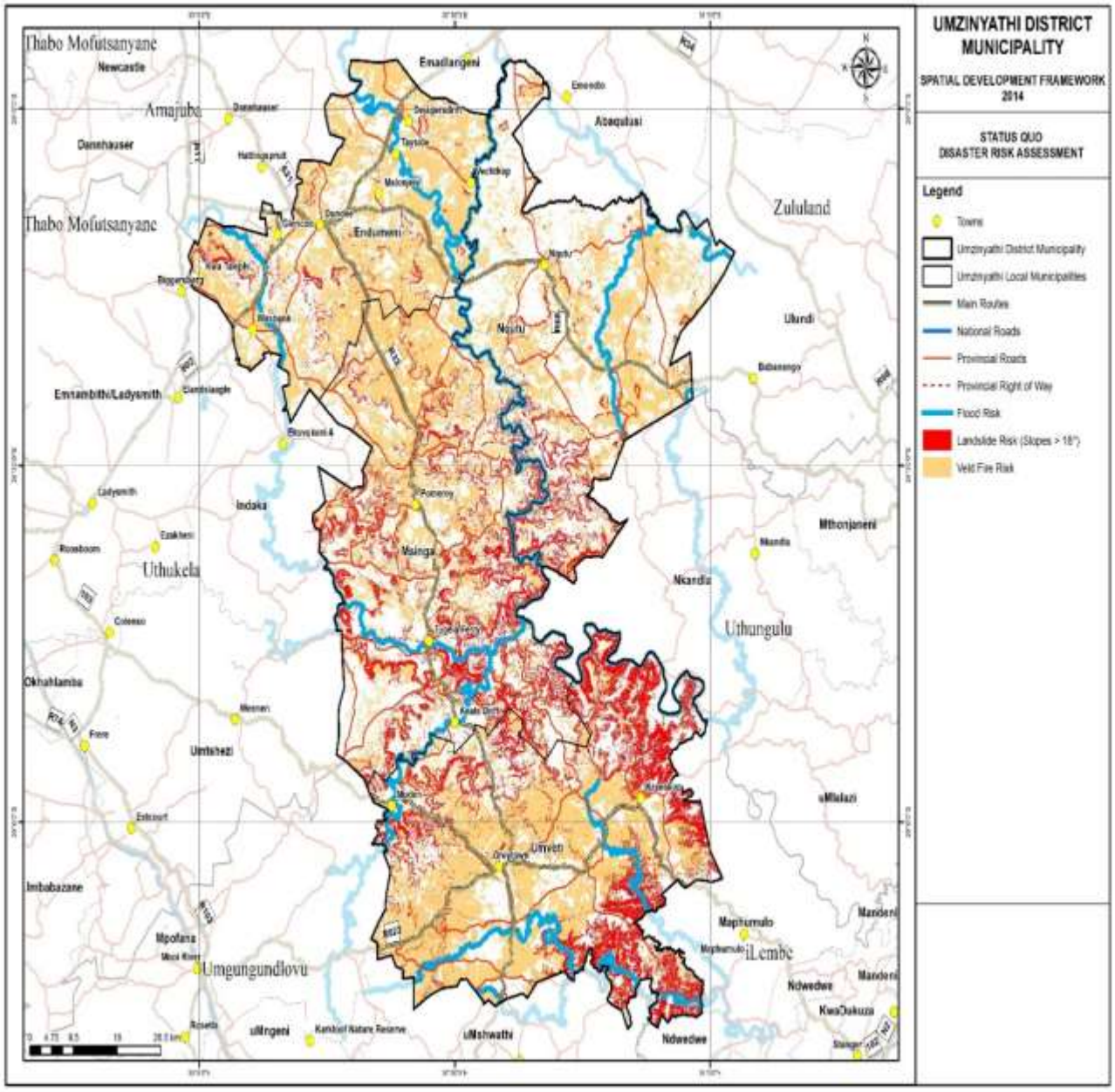
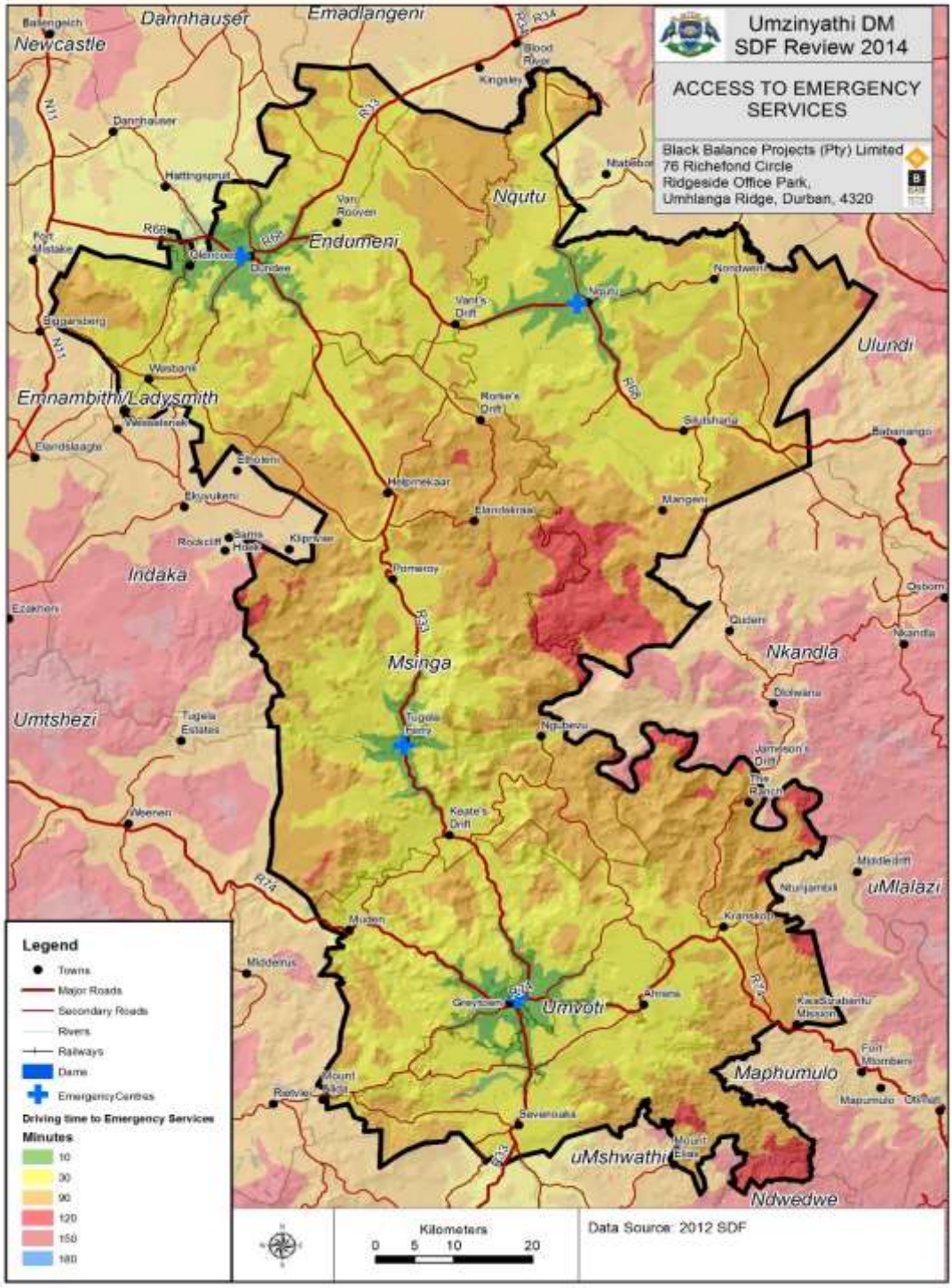


Figure 24: Capacity Maps – Access to emergency services



3.1.16.4 RESPONSE & RECOVERY

The municipality makes budget provision every financial year to procure disaster relief stock in a form of blankets, plastic sheets, and sponges. The relief stock gets distributed to victims when assessments are done and needs are identified. The municipality responds to all disastrous incidents in partnership with relevant stakeholders.

3.1.16.5 TRAINING & AWARENESS

3.1.16.5.1 CAPACITY BUILDING

District Disaster Management as well as the Provincial Disaster Management Centers (PMDC) are involved in the training of the community and school as well as the awareness campaigns. Capacity Building also involves the work shopping of traditional leaders, councillors, volunteers etc.

Fifteen (15) qualified fire-fighters are serving the Municipality on a permanent basis. Station Officer, Disaster Management Manager and Officer, and 1 Fire Fighter positions are vacant. Umzinyathi District Municipality recruited and deployed eight disaster management volunteers for Umvoti Municipality. The eight volunteers are serving Umvoti disaster management and assist with firefighting services.

3.1.16.5.2 PUBLIC AWARENESS CAMPAIGNS

Umvoti disaster office has its own budget for the awareness campaigns. The disaster office is expected to do two campaigns per month. Pamphlets and Fliers are needed for this purpose. Pamphlets and Fliers are made internal by the IT Manager. The budget for the campaigns is R50 000.

3.1.16.5.3 RESEARCH

Commissioning of disaster related scientific studies is not done as this may need a specialist in the field. This will be referred to the District centre for assistance.

3.1.16.5.4 FUNDING ARRANGEMENTS

The budget for lighting conductors is R200 000-00. A further R50 000-00 has been budgeted for public awareness campaigns. The municipality has also budgeted R3 820 000-00 for capacity. A further amount of R60 000-00 is budgeted for Fire Breaks. The other funding arrangements are the district responsibility.

3.1.17 DISASTER MANAGEMENT: SWOT ANALYSIS

Table 14: Disaster Management SWOT analysis

STRENGTHS	WEAKNESSES
• Disaster Policy Framework in place • Established Disaster Management Unit • Risk assessment conducted • Umvoti Disaster Management Advisory Forum has been established • Reasonable complements of vehicles and backup staff during disasters	• Lack of capacity to deal with disasters • Disaster management Unit is understaffed • Unpredicted weather conditions as a result of climate change
OPPORTUNITIES	**THREATS**
• Strengthen relations with other disaster institutions • Alignment of programmes and projects for disaster relief • Full implementation of the Umvoti disaster management Policy Framework. • Review the Umvoti Disaster Risk Profile • Alignment of Risk Reduction Plan with IDP • Introduce disaster risk reduction efforts consultatively with the affected communities and key stakeholders in order to reduce the likelihood of future loss.	• Financial constraints • Climate change

3.2 DEMOGRAPHIC CHARACTERISTICS

3.2.1 DEMOGRAPHIC INDICATORS

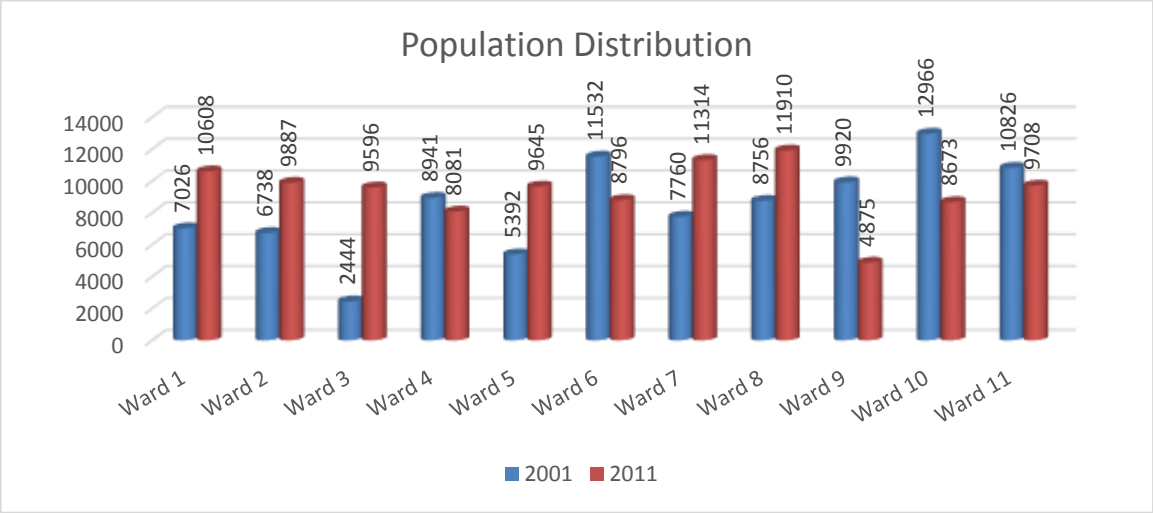
3.2.1.1 POPULATION PROFILE AND SIZE

Umvoti is the one of 61 Municipalities in the Province of KwaZulu Natal and forms p art of the UMzinyathi District. It has a population of 103 092 (20.1%), according to the Census 2011 data, compared to 92 294 in 2001. This translates into a growth rate of 1.11% per annum for the period between 2001 and 2011

3.2.1.2 POPULATION DISTRIBUTION

The population is distributed unevenly between 11 wards within the municipal area. (Refer to Figure 1 below). Figure 1 below clearly indicates that the population has generally increased per ward, with the exception of wards 4, 6, 9, 10 and 11, where a decrease in population occurred.

Figure 27: Umvoti Population Distribution

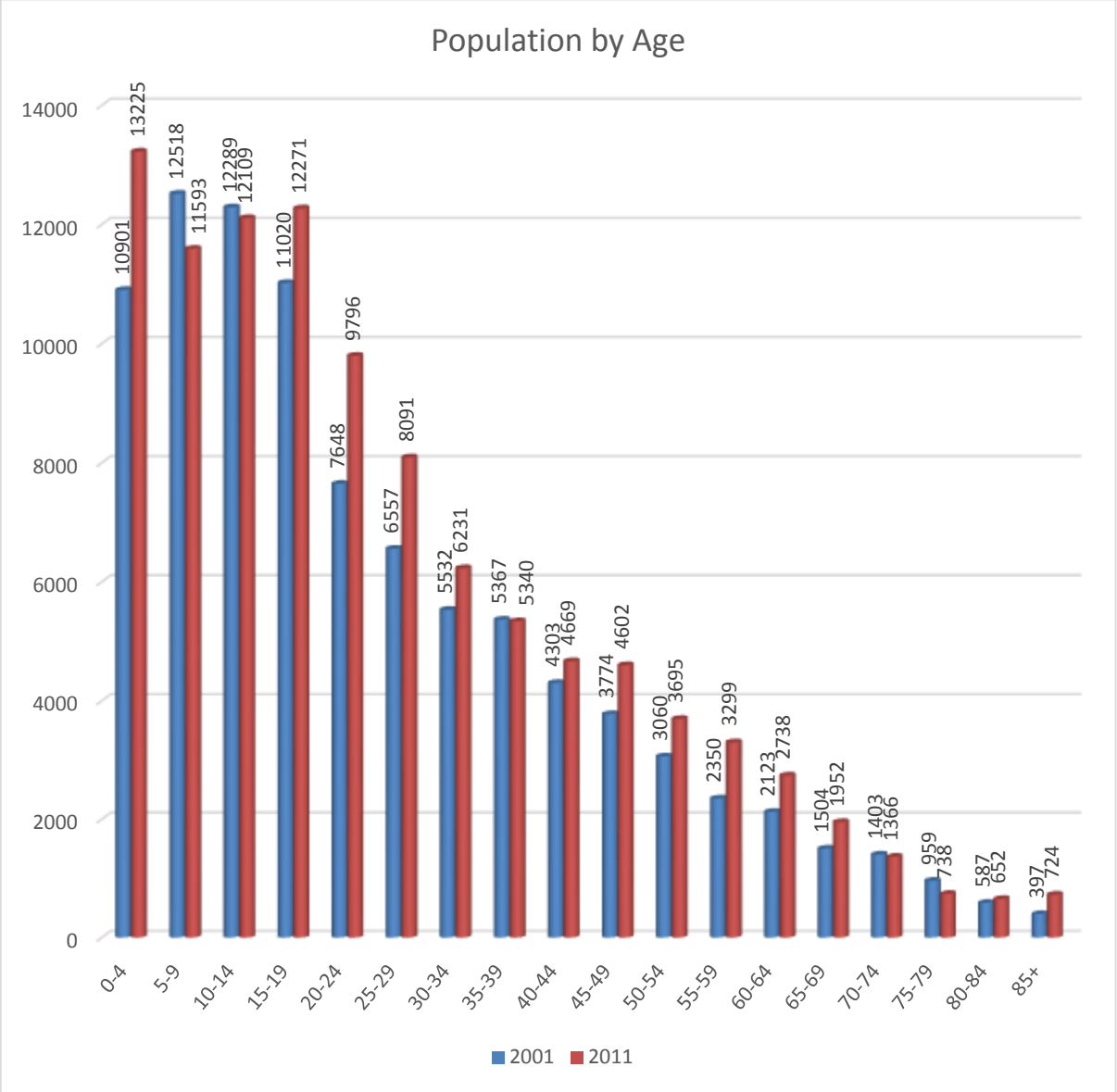


Source: Census 2011

3.2.1.3 UMVOTI POPULATION BY AGE

The age profile of the area shows a large youthful population with approximately 75% of population under the age of 34. The population between the age of 0 - 4 increased with approximately 17.5 % between 2001 to 2011, suggesting that the birth rate is higher than the overall municipal population growth rate. Also evident from figure 2 is that the age groups between 5-14, has experienced a decrease between the period 2001 and 2011, while the rest of the age groups generally experienced an increase in population. The large youthful population also indicates the need for educational facilities and the creation of employment opportunities, as well as youth development programmes.

Figure 28: Umvoti Population Distribution by Age Group



Source: Census 2011

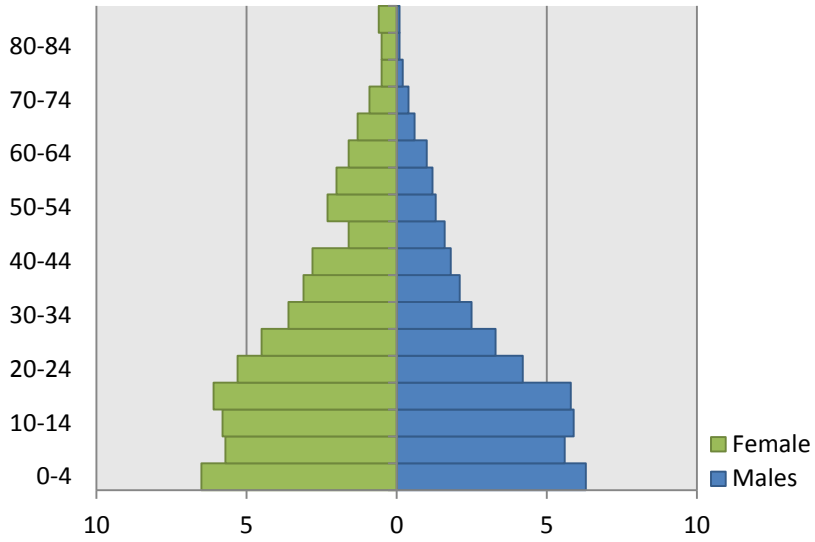
3.2.1.3.1 POPULATION STRUCTURE [Population Pyramid]

The structure of a population is important in that it gives insight into aspects related to economic activity, dependencies, future housing and service demand. The table and figure below illustrates the profile of the population pyramid for the Municipality as per Census 2011 data.

Table 15 : profile of the population pyramid for the Municipality

AGE	MALES	FEMALES
0-4	6.30	6.50
5-9	5.60	5.70
10-14	5.90	5.80
15-19	5.80	6.10
20-24	4.20	5.30
25-29	3.30	4.50
30-34	2.50	3.60
35-39	2.10	3.10
40-44	1.80	2.80
45-49	1.60	1.60
50-54	1.30	2.30
55-59	1.20	2.00
60-64	1.00	1.60
65-69	0.60	1.30
70-74	0.40	0.90
75-79	0.20	0.50
80-84	0.10	0.50
85+	0.10	0.60

Figure 29: profile of the population pyramid for the Municipality



The profile reflects a population structure with a large number of people below the age of 20. In these cohorts, male and female groups are more or less equally represented. Such a profile should be an indication of high growth levels and increased demand for infrastructure, housing, and services once these cohorts reach the age of household formation between the ages of 20 years and 64 years.

As per Census 2011 data, the population of the Umvoti area is divided into 55.8% female and 44.2% male. [This relates to the below mentioned statistics on the head of households] Accordingly, women are assumed to be acting as household heads in the absence of partners seeking employment in other urban and semi-urban centres. It is also accepted that these women are more disadvantaged in terms of resources

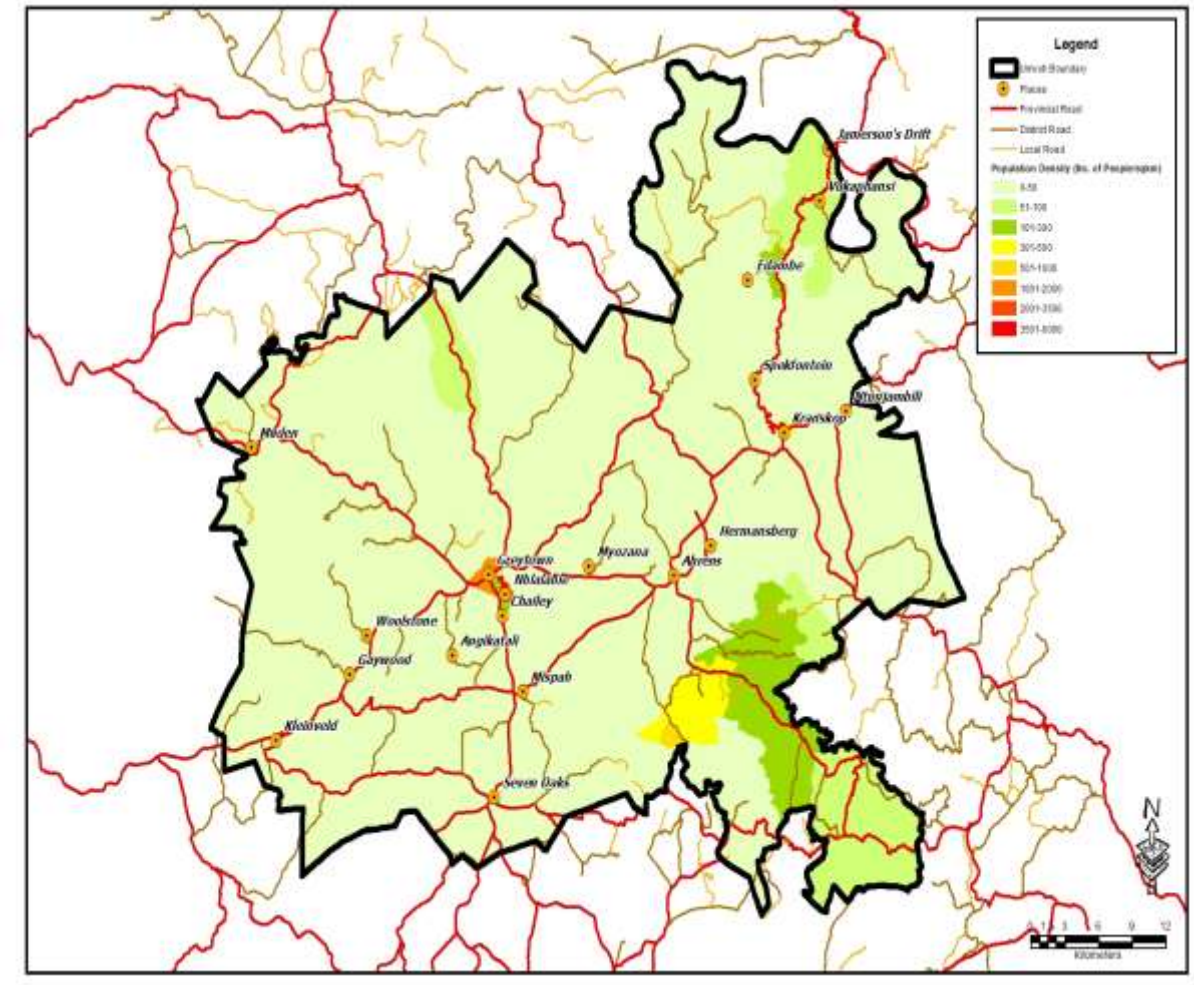
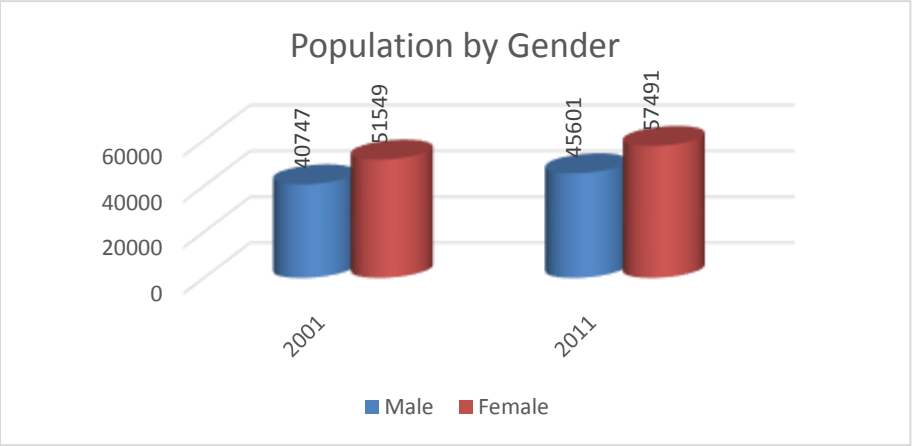


Figure 30: Population Density Map

3.2.1.4 UMVOTI POPULATION BY GENDER

The gender profile of the area indicates that over a ten year period, the female population still outnumber the male population, representing 56% of the population. The male population increased with approximately 4 854 people between 2001 and 2011, while the female population increased with approximately 5 942 people. In other words, the growth rate of the female population is higher than for the male population.

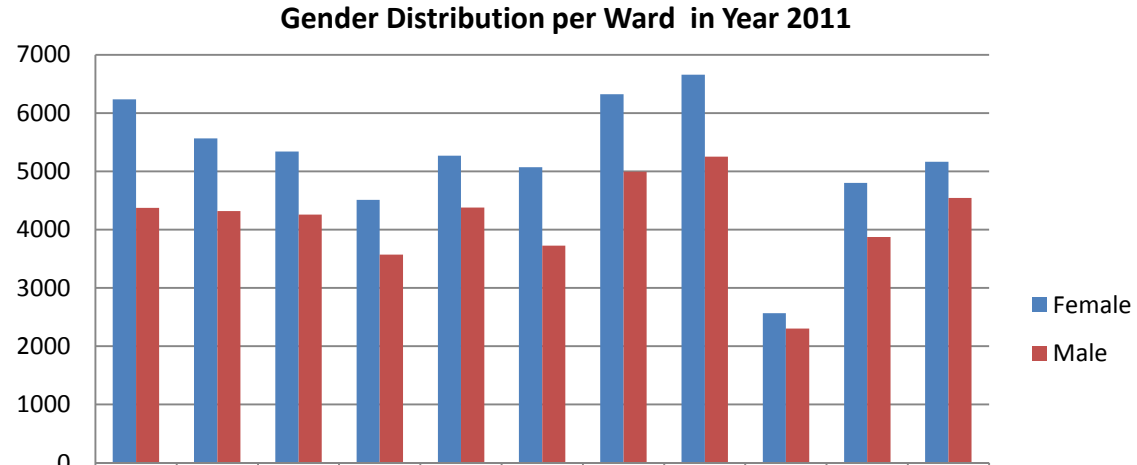
Figure 31: Umvoti Population Distribution by Gender



This has certain implications for gender programs within the municipality.

Source: Census 2011

Figure 32: Umvoti Population Distribution by Gender per ward

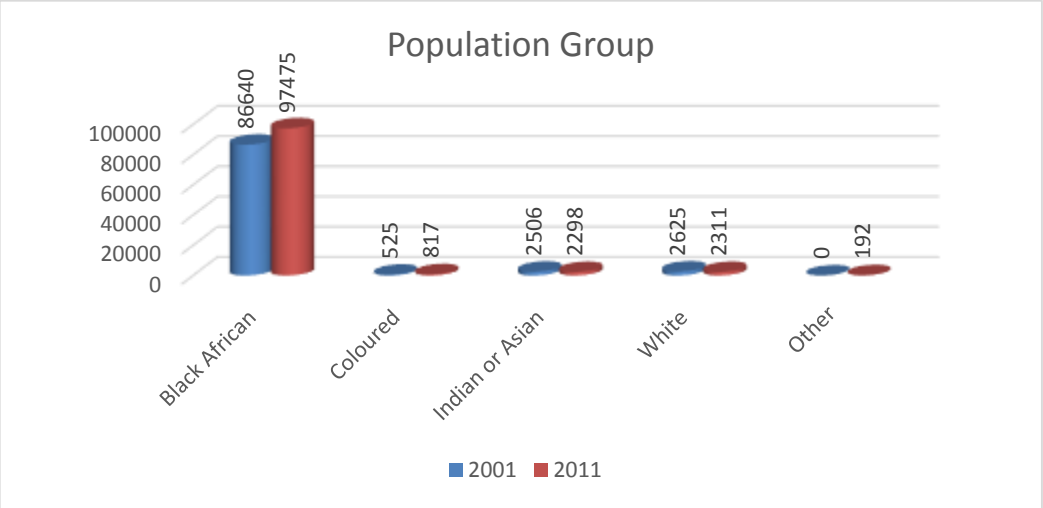


	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11
Female	6232	5566	5340	4509	5267	5068	6320	6657	2569	4799	5164
Male	4376	4321	4257	3572	4378	3728	4993	5254	2306	3873	4543

3.2.1.5 UMVOTI POPULATION GROUP (RACE)

The population group of the municipality suggests that approximately 95% of the population within Umvoti is black Africans. Over a ten year period, the black African population has increased more rapidly than other population groups. Other population groups, such as Whites, Asians and Indians have experienced a decrease in population numbers, which eventually could affect economic growth of the entire area.

Figure 33: Umvoti Population Group

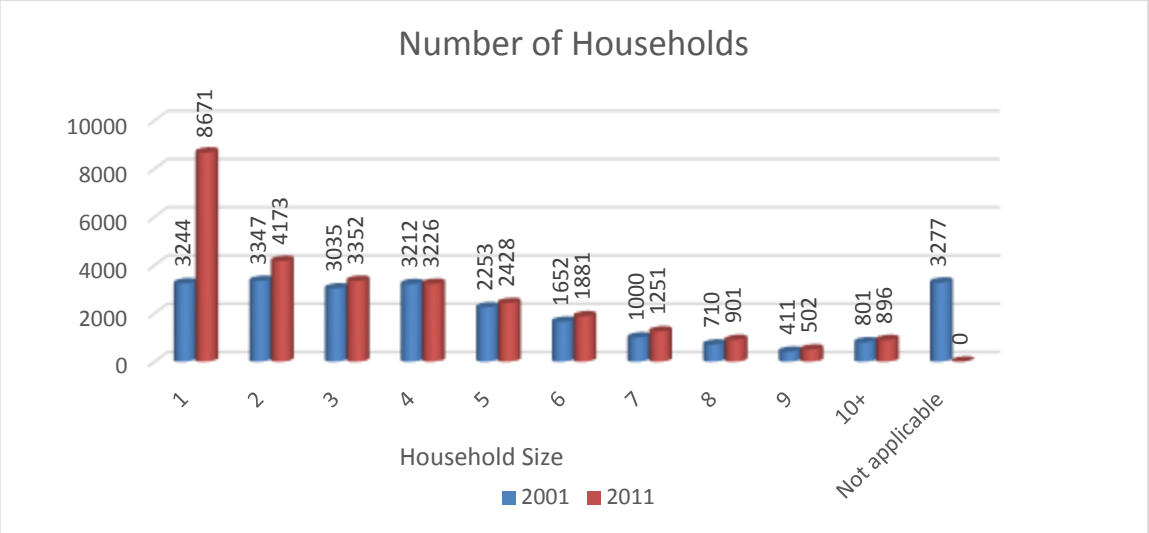


Source: Census 2011

3.2.1.6 NUMBER OF HOUSEHOLDS

The status of the number of households indicates an increase of 15.9% in households in the area. Census data suggest 27 282 households in 2011 within Umvoti. The average household size is 3.81 and the majority of households are small nuclear households.

Figure 34: Umvoti Number of Households



Source: Census 2011

The number of households decreases as the size of the households increase. Also of interest, is that households with one person have grown substantially between 2001 and 2011, confirming the tendency of small nuclear families.

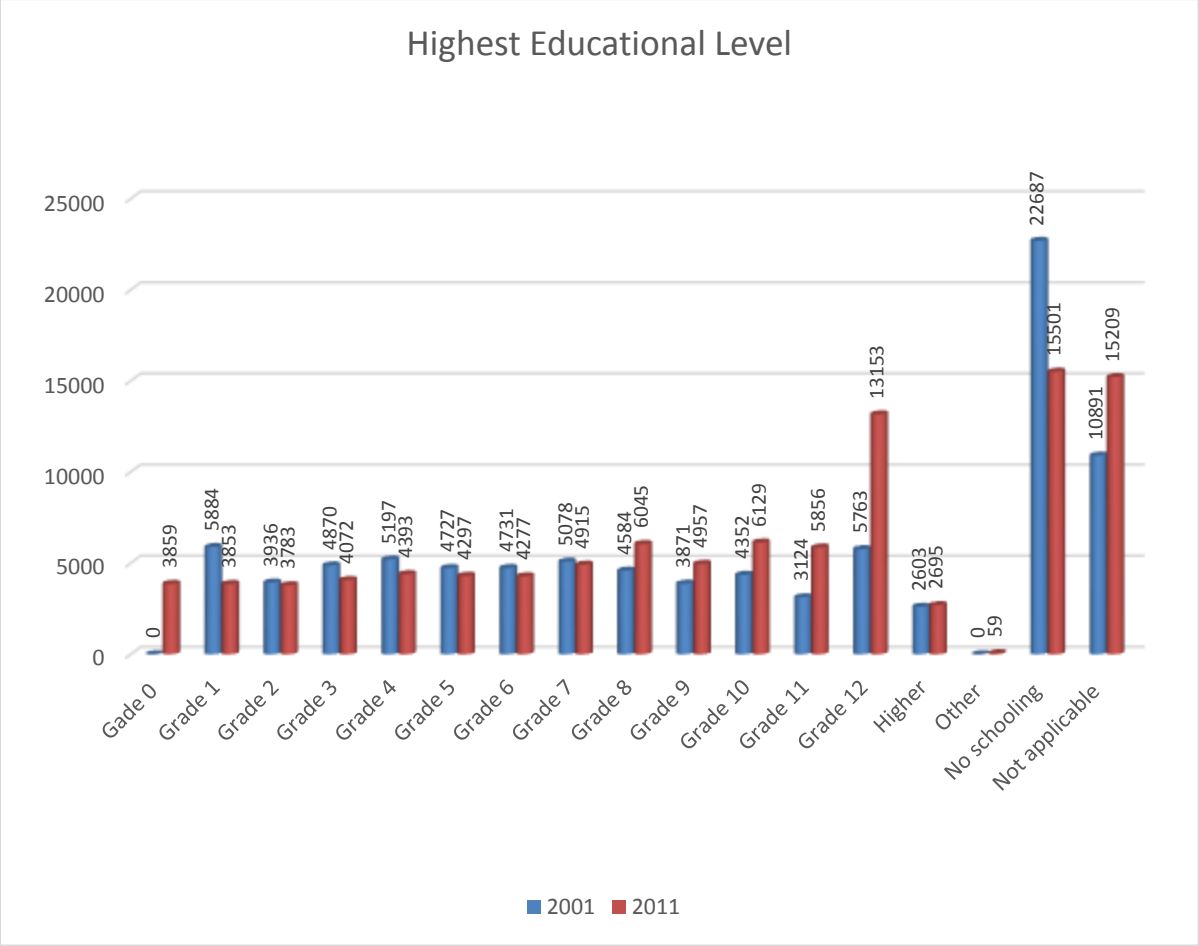
3.3 SOCIO-ECONOMIC PROFILE

3.3.1 EDUCATIONAL PROFILE

The majority of the population that appears to have some form of education increased, over the past ten years (2001 – 2011), while those with no schooling decreased. In 2001, 37.3% of the population had primary education, 23.5% (6.2% was Grade 12) of the population attended secondary school, and only 2.8% had some form of higher education. This changed over the past ten years. According to Census 2011, 35% of the population have secondary education (12.8% is Grade 12), 32.4% have attended primary school, and only 2.6% have some form of higher education.

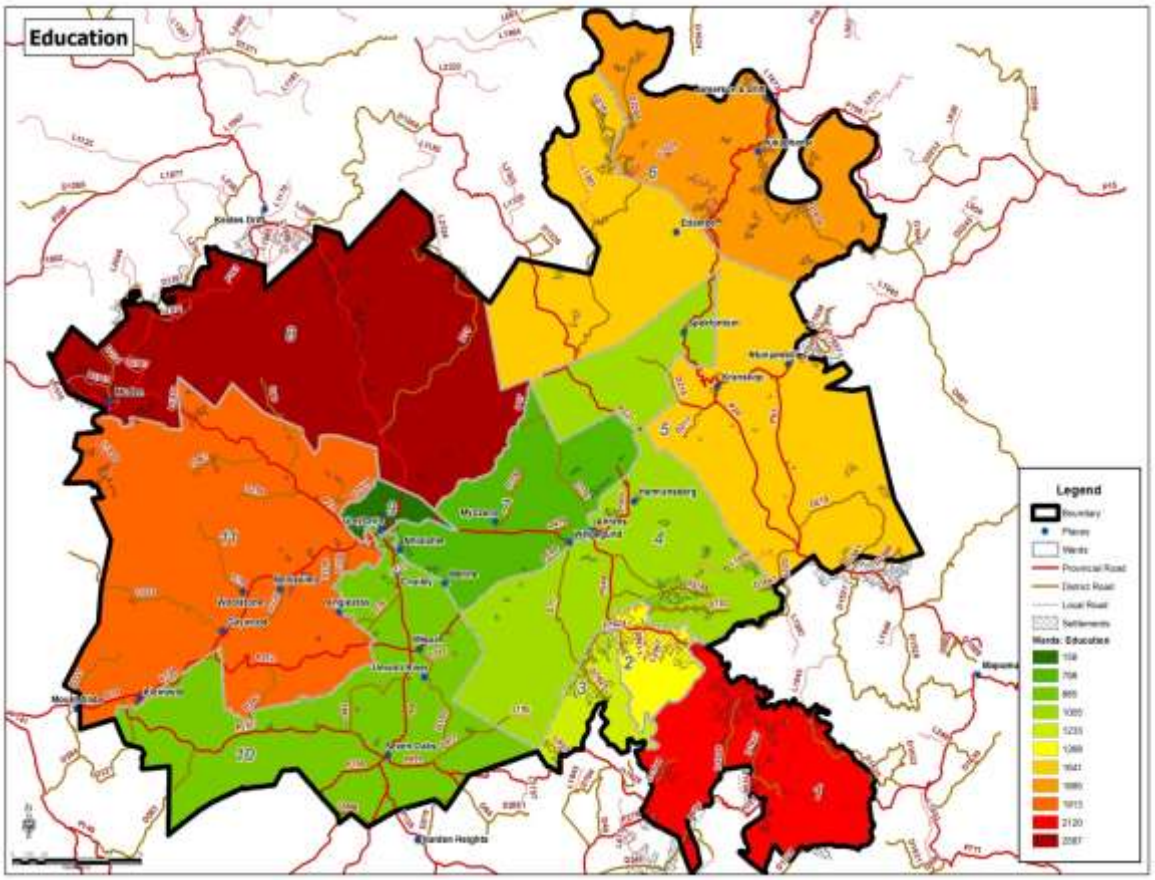
This large population of Grade 12 candidates indicates the need for higher (tertiary) education facilities within the area. Education has a very important impact on people's quality of life and the economy of a municipality, since it determines to a certain extent the type of employment of the economically active population.

Figure 35: Umvoti Educational Level



Source: Census 2011

Figure 36: Education backlog within Umvoti

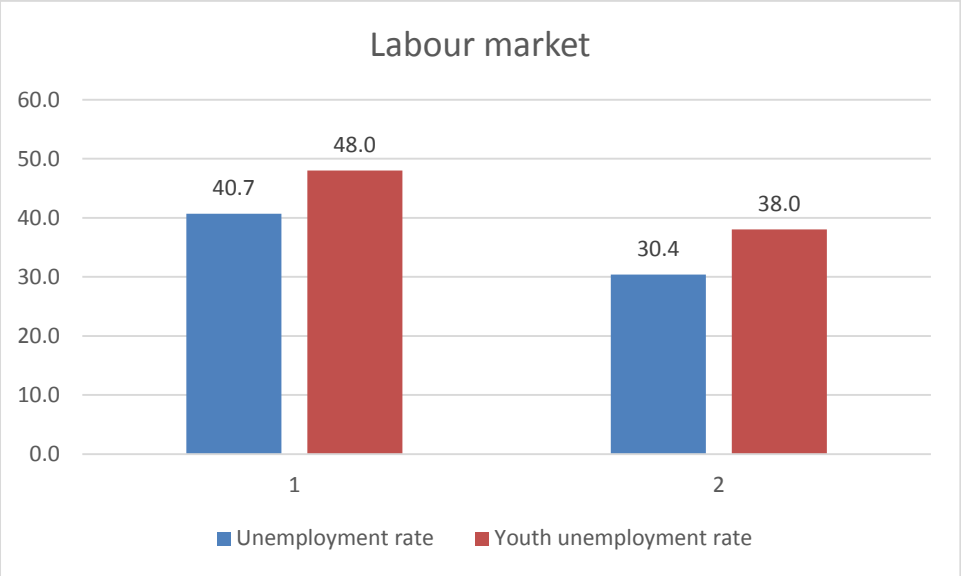


Research has proven that education is central to the growth and development of any economy…….it allows for innovative thinking. Throughout the world, well performing economies are those who invested massively in human resource development. Within the subject municipality, very few people have obtained tertiary education which would propel the economy to great heights. Even those who are employed, the majority have elementary skills and this limits their ability to compete effectively for high profile jobs. The map above shows wards with people who have not accessed any form of education. And as can be observed from the said map, the majority of the people with no education are located in ward eight followed by wards one and eleven respectively. Poor access to education serves as the key stumbling block to unleashing the potential presented by various sectors within the municipality area.

3.3.2 EMPLOYMENT STATUS

The employment statistics indicate that the unemployment rate in Umvoti has decreased significantly from 40.7% to 30.4% between 2001 and 2011. However, although the youth unemployment rate has also experienced a decrease from 48% in 2001 to 38% in 2011, this percentage is still higher than the unemployment rate and a cause for concern.

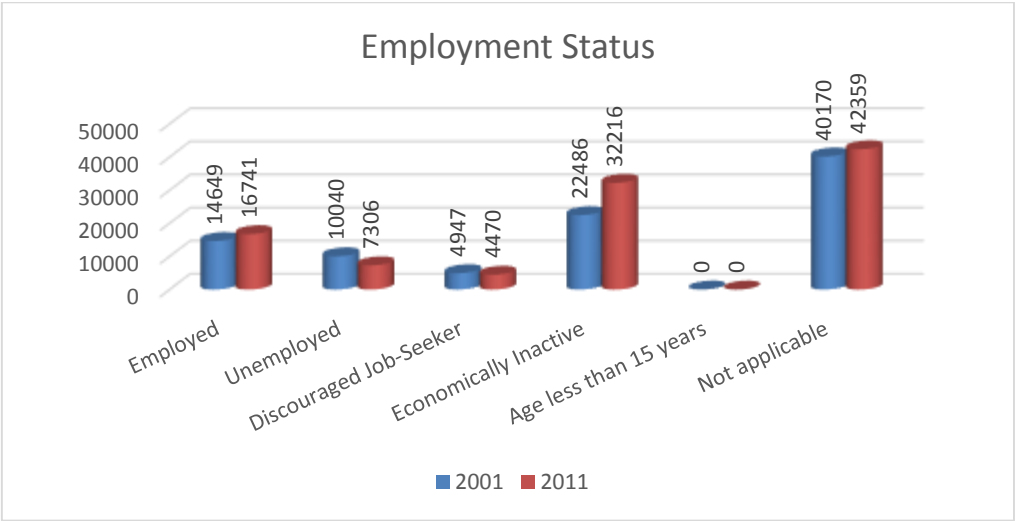
Figure 37: Unemployment and youth unemployment rate



Source: Census 2011

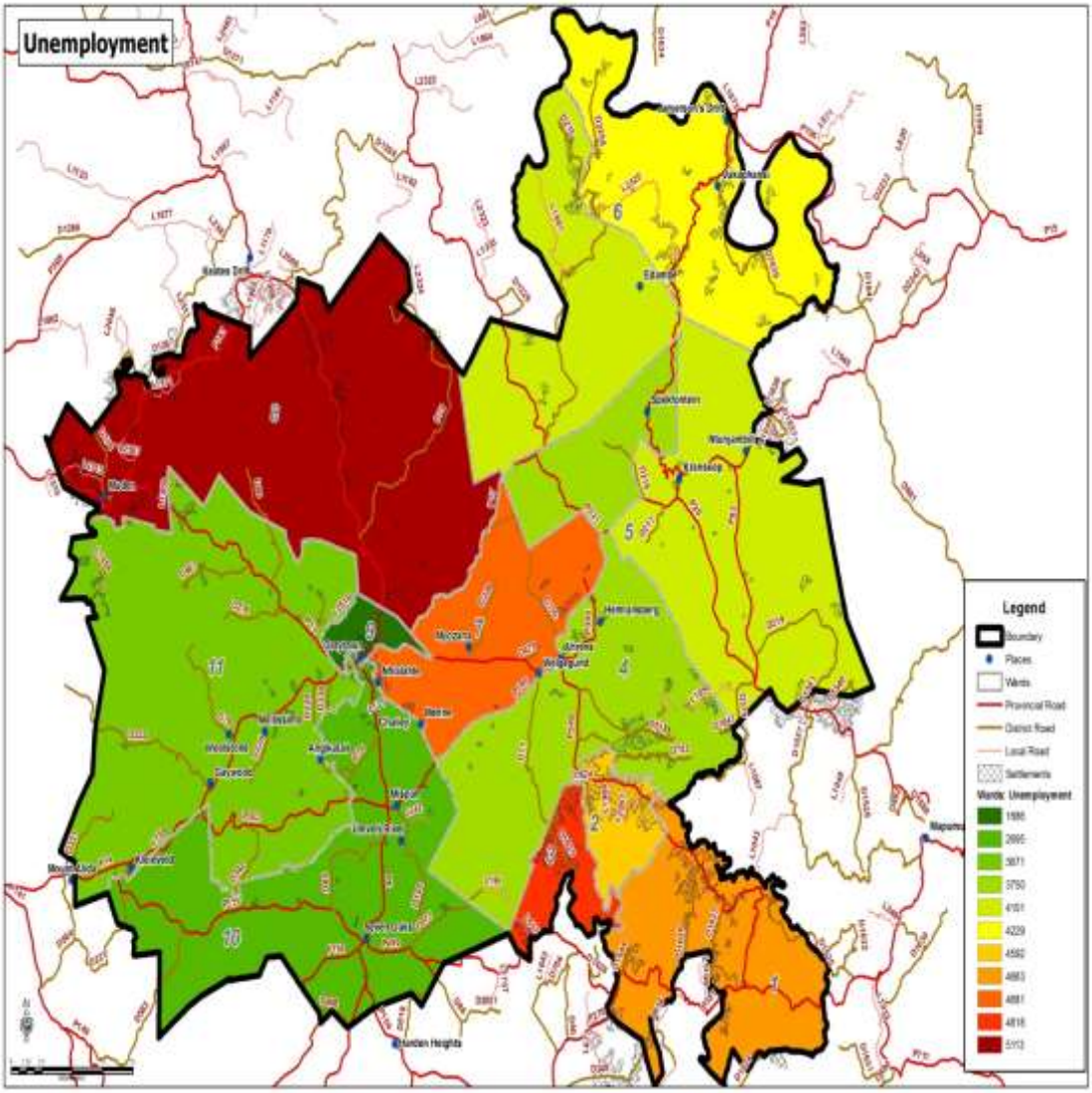
The employment statistics indicate that only 15.9% of the entire population were employed within Umvoti Municipality in 2001 and is currently at 16.2% (2011). This area needs more economic development interventions as the amount of economically inactive population has increased and indicates that the dependency rate is increasing.

Figure 38: Umvoti Employment Status



Source: Census 2011

Figure 39: wards with varying levels of unemployment in the area

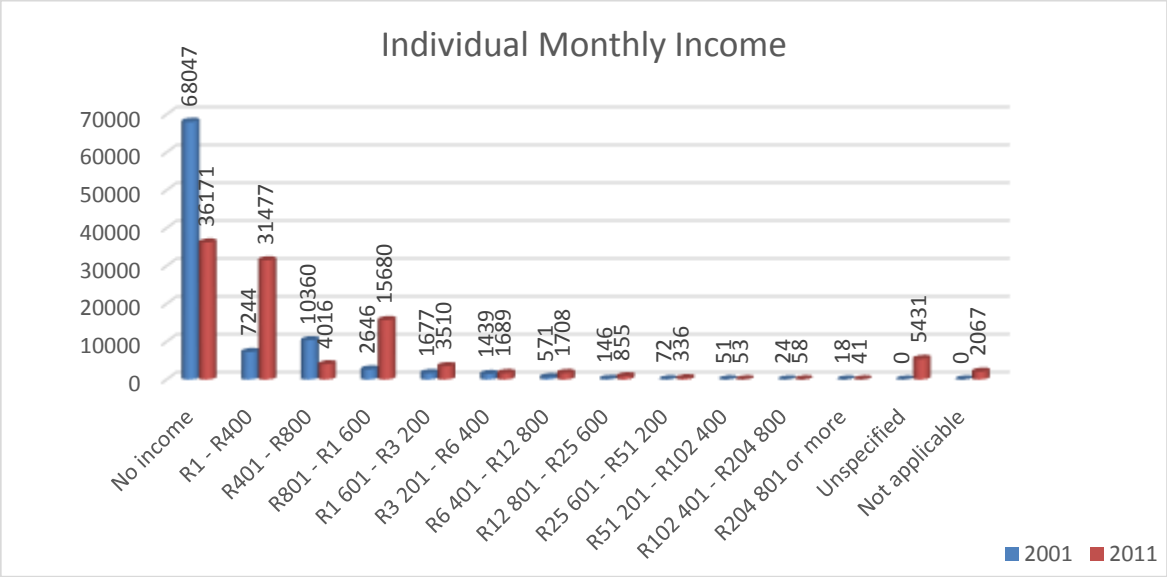


It has become an acceptable phenomenon that where there is little or no disposable income, this generally contributes to increased levels of economic and social dependency. Going further, national safety net programs are also subjected to undue pressure due to high volumes of people that seek help. Within Umvoti Municipality area, the same scenario is evident. There is a high level of unemployment and this puts employed members of the households in an awkward position since they have to support other unemployed family members. The above map shows spatially areas or wards with varying levels of unemployment. Where there is high level of unemployment, this normally equate to high levels of dependency thus the need to ensure that future strategies take due cognisance of the need to reduce dependency in the identified areas by proposing practical initiatives. Unemployment seems to be rife in wards eight, three and seven.

3.3.3 INDIVIDUAL MONTHLY INCOME

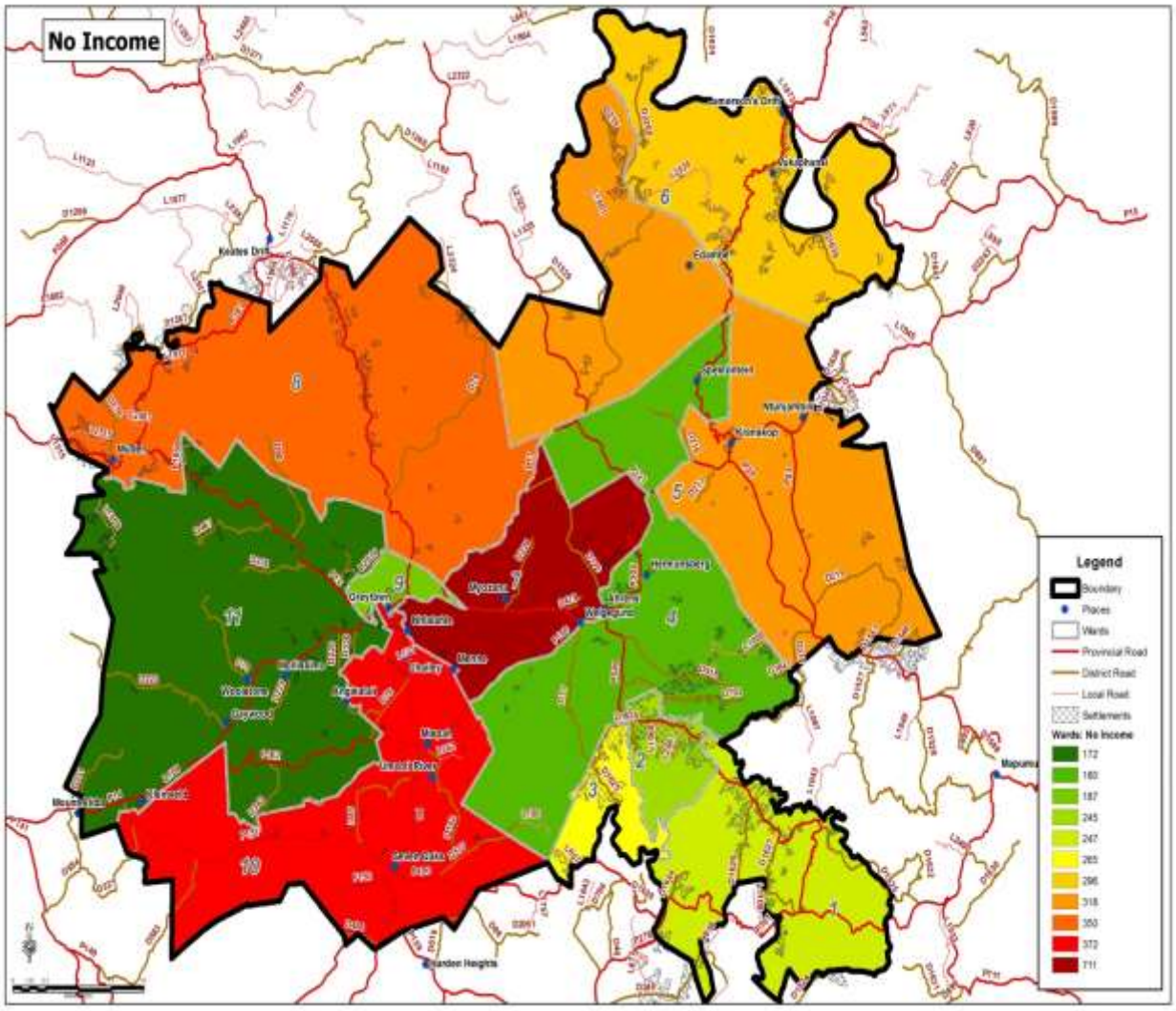
In terms of Individual Monthly Income, 35.1% of the entire population have no income and 34.4% earns less than R800 per month. Thus, the majority (84.7%) of the entire population earns less than R1600 per month, which still falls within the lower income categories. An interesting phenomenon is that the amount of people with no income has decreased between 2001 and 2011, which suggest access to some form of income. Also, the amount of people earning between R1-R400 and R801 -R1600 per month experienced an increase over the same period. This suggests improved access to income and employment. Nonetheless, the effect of little disposable income and low skill levels are high dependency rates and the need for social and economic support for the very poor in the area.

Figure 40 Umvoti Individual Monthly Income



Source: Census 2011

Figure 41: Areas with greatest hardship in terms of lack of annual household income



This map shows areas or wards with varying scale with regard to lack of access to household income on annual basis. And as can be observed form the map, the worse affected ward is ward seven followed by wards ten and eight respectively.

3.3. 4 POVERTY

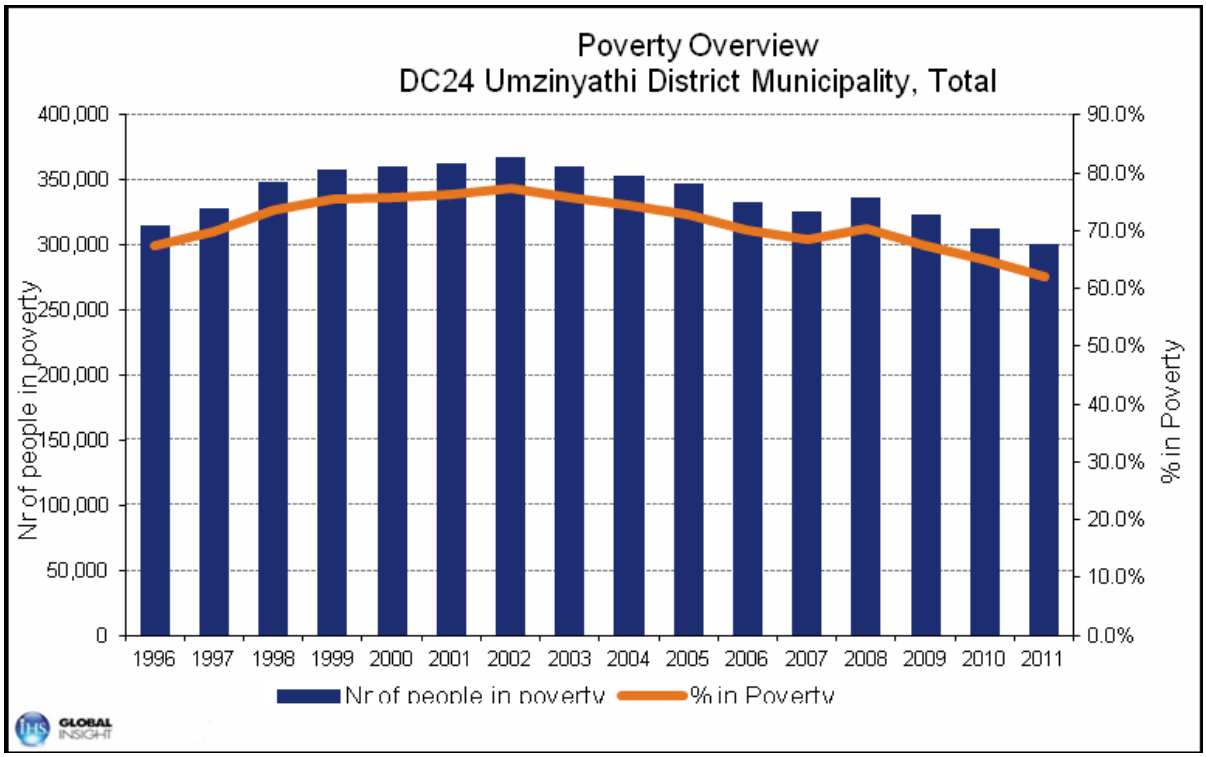
3.3.4.1 Number of People in Poverty

Poverty is defined as the state of one who lacks a usual or socially acceptable amount of money or material possessions. This variable indicates the number of people that lack the goods and services commonly taken for granted by members of mainstream society. In 1996 the figure for the district stood at 328,661 people, while in 2009 the figure was 316,228 people. In terms of 2011 figures at 280 000 people are faced with the scourge of poverty.

In terms of percentages, in 1996 71.2% of residents of the district lived in poverty, while in 2009 66.3% lived in poverty. This figure peaked at 79.9% in 2002. Currently the number of people living in poverty has decreased to at least 60% in 2011. This notable improvement can be directly or indirectly attributed to a number of government interventions including access to social grants.

The Umzinyathi District Municipality in 2009, was well above the national average for the number of people living in poverty.

Figure 42: Number of People Living in Poverty (1996 – 2011)



Source : Global Insight of SA (1996 – 2011)

3.3.4.2 POVERTY GAP

The poverty gap can be defined as the amount of income that would be required to bring every poor person exactly up to the poverty line, thereby eliminating poverty. It can also be defined as the total income shortfall, expressed in proportion to the poverty line, of families with income below the poverty threshold, divided by the total number of families. For the Umzinyathi District Municipality this figure stood at R327 million in 1996, and increased to R1,037 million in 2009.

3.3.4.3 MIGRATION

Migration plays an important role in understanding how an area functions in terms of beneficiaries to program and facilities as well as employment and settlement profiles.

Place of previous residence [within South Africa]

LM	W Cape	E Cape	N Cape	FS	KZN	NW	Gauteng	Mpumalanga	Limpopo	Outside South Africa	Do not know	Unspecified	Grand Total
Umvoti	34	81	12	71	9993	20	224	29	14	421	15	2179	103 093

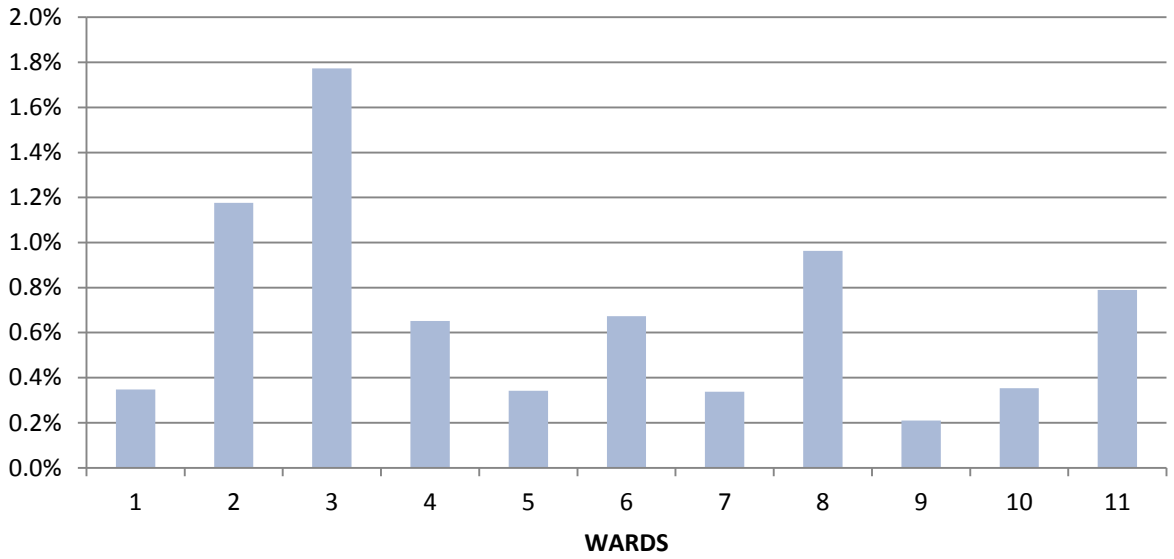
Place of previous residence [outside South Africa]

	Born in South Africa	SADC	Rest of Africa	United Kingdom and Europe	Asia	North America	Latin America and Caribbean	Oceania	Unspecified	Grand Total
Umvoti	97995	257	44	123	89	0	0	1	4584	103 093

3.3.4.4 MORTALITY RATE

Mortality rate, or death rate, is a measure of the number of deaths (in general, or due to a specific cause) in a particular population, scaled to the size of that population, per unit of time. Ward 3 has the highest rate of mortality within the Municipality with the lowest being Ward 9.

Figure 43: Mortality rate per Ward



3.4 ACCESS TO BASIC SERVICES

There is insufficient access to basic services within Umvoti, which can possibly be attributed to the scattered settlement patterns that create challenges around basic service delivery, as evidenced by pronounced service delivery backlogs.

3.4.1 ELECTRICITY / ENERGY

The three figures below indicate that even though electricity is the most widely used form of energy for lighting, cooking and heating, there is still a high reliance on wood for cooking, and for heating. This shows that wood is the most important source of energy for heating purposes. The popularity of electricity as the most commonly used source of energy for lighting and cooking purposes, indicates the availability/ accessibility of electricity within the area. The following figures represent access to Electricity/Energy:

Figure 44: Umvoti Energy for Lighting

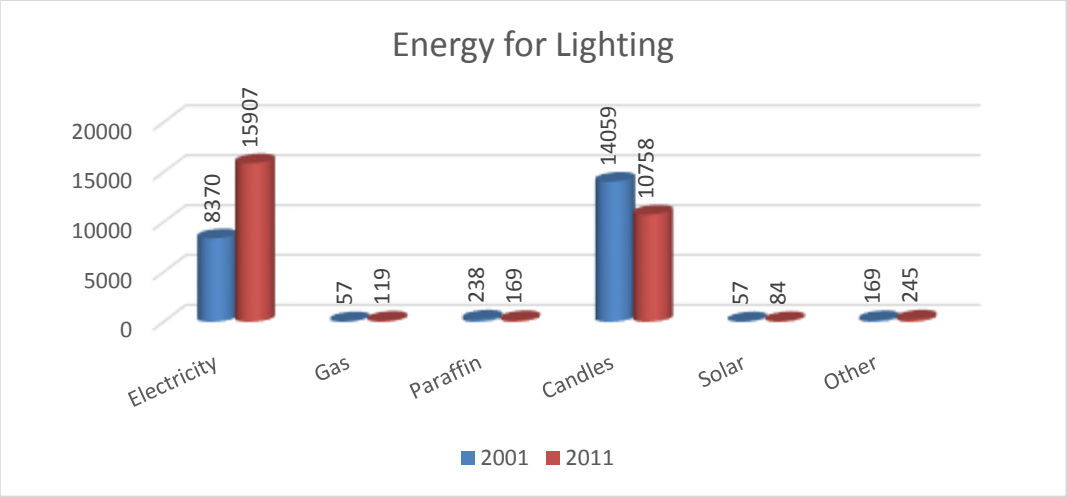


Figure 45: Umvoti Energy for Cooking

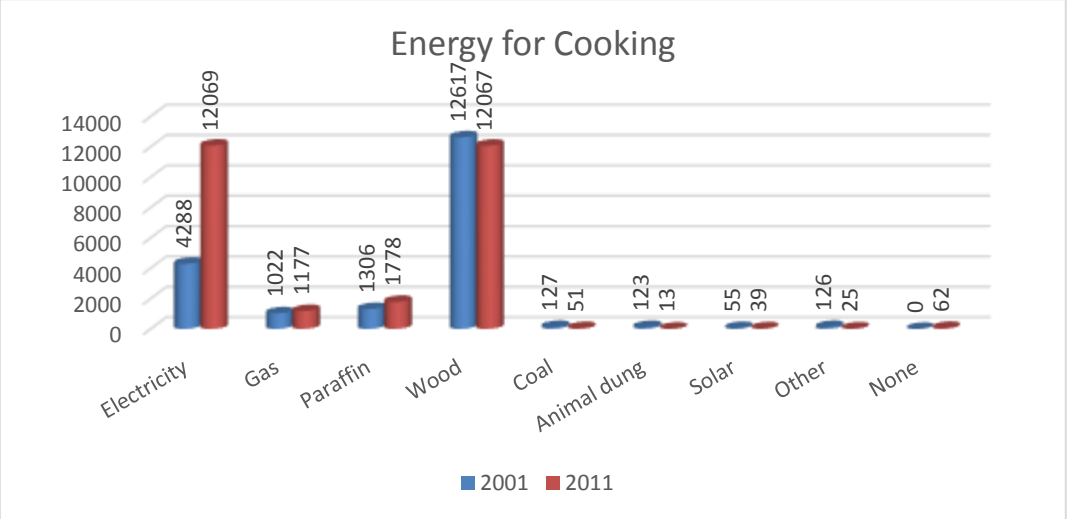
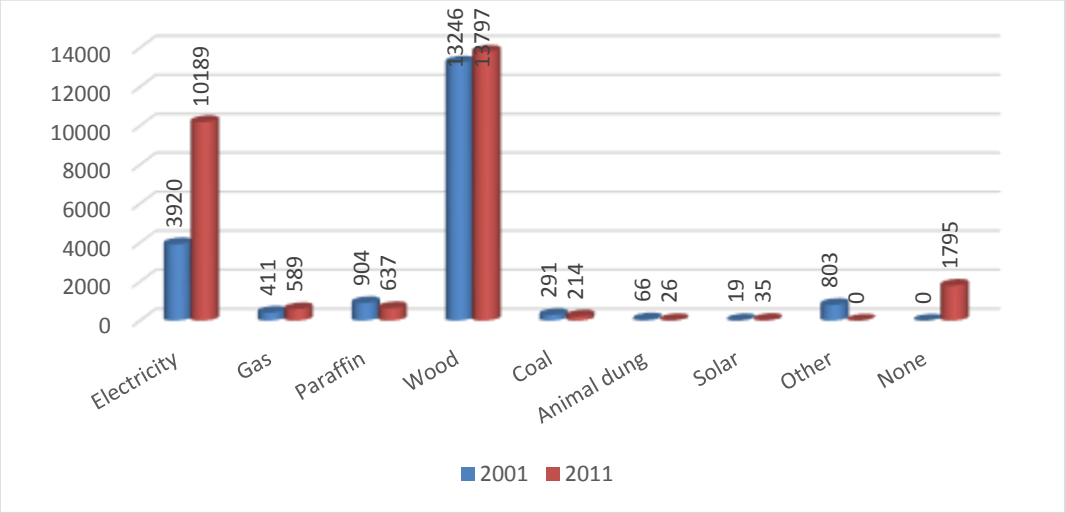


Figure 46: Umvoti Energy for Heating



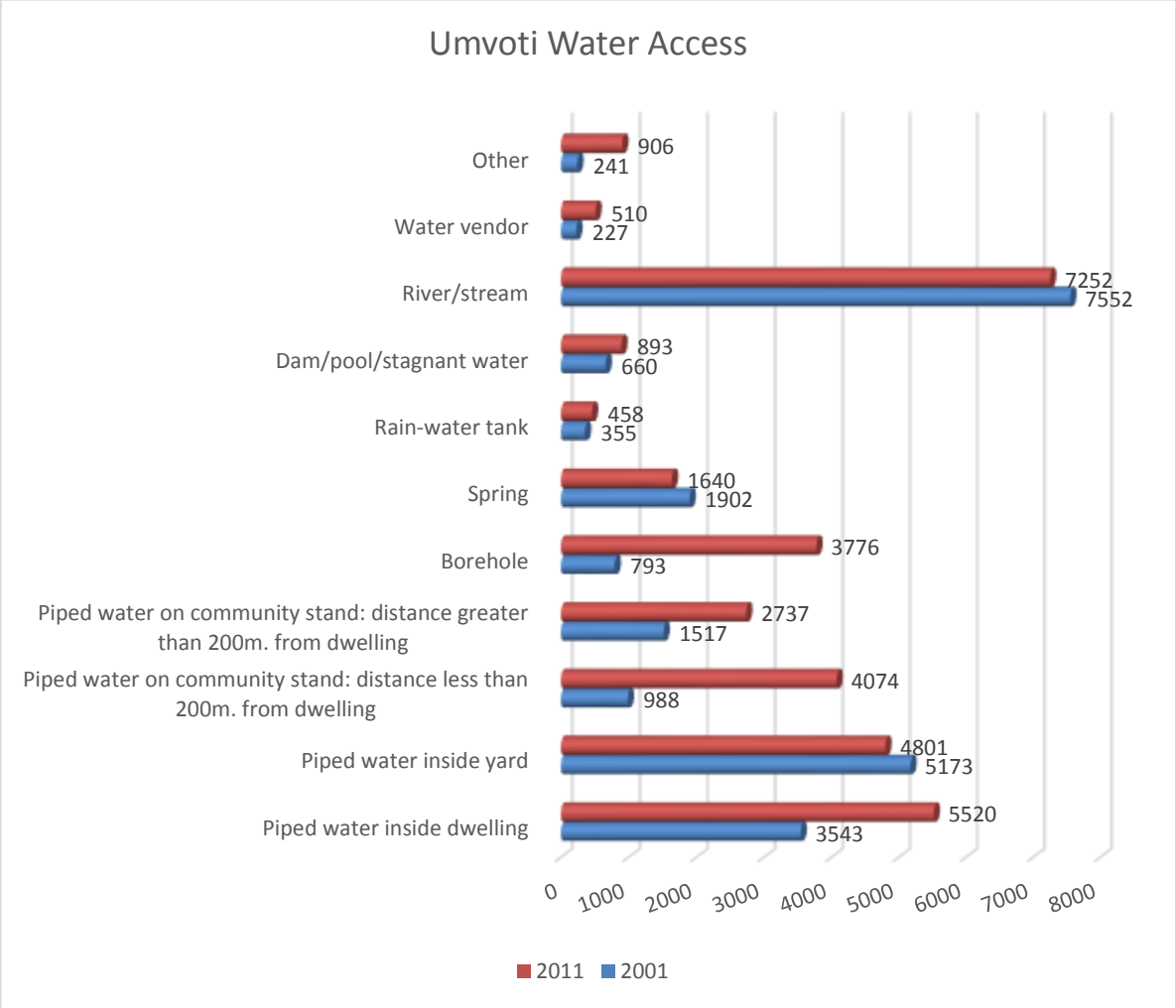
Source: Census 2011

3.4.2 ACCESS TO WATER

The majority of approximately 62.8% within Umvoti area have access to different types of piped water. Approximately 37.2% have no access to piped water. In terms of water sources, the majority of 26.6% of the entire population use rivers/streams as their main source of water.

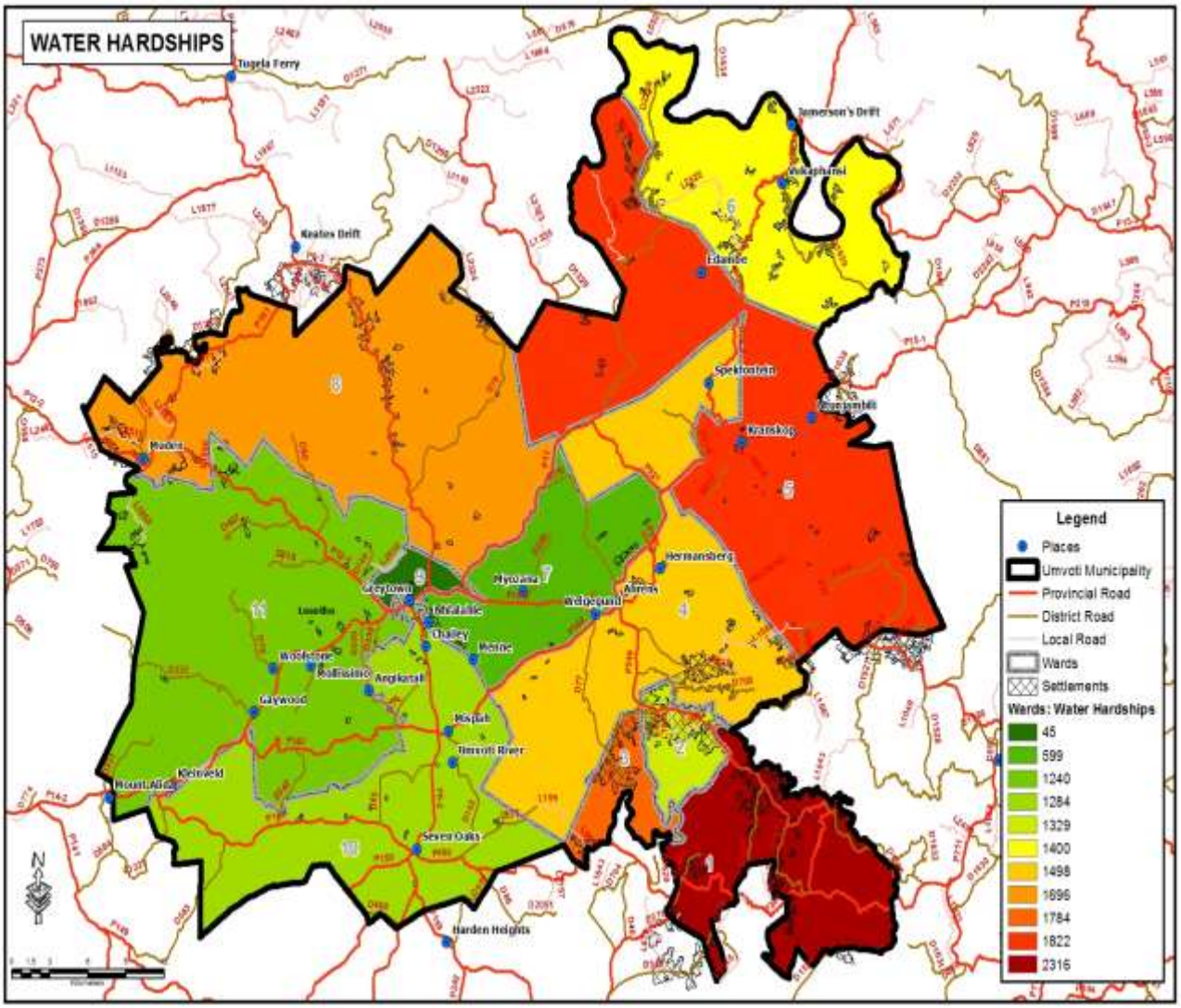
The large increase in the level of dependence on boreholes as a source of water is significant and can have serious effects on public health, as well as on the environment.

Figure 47: Access to water



Source: Census 2011

Figure 48: Map indicating water hardship in Umvoti

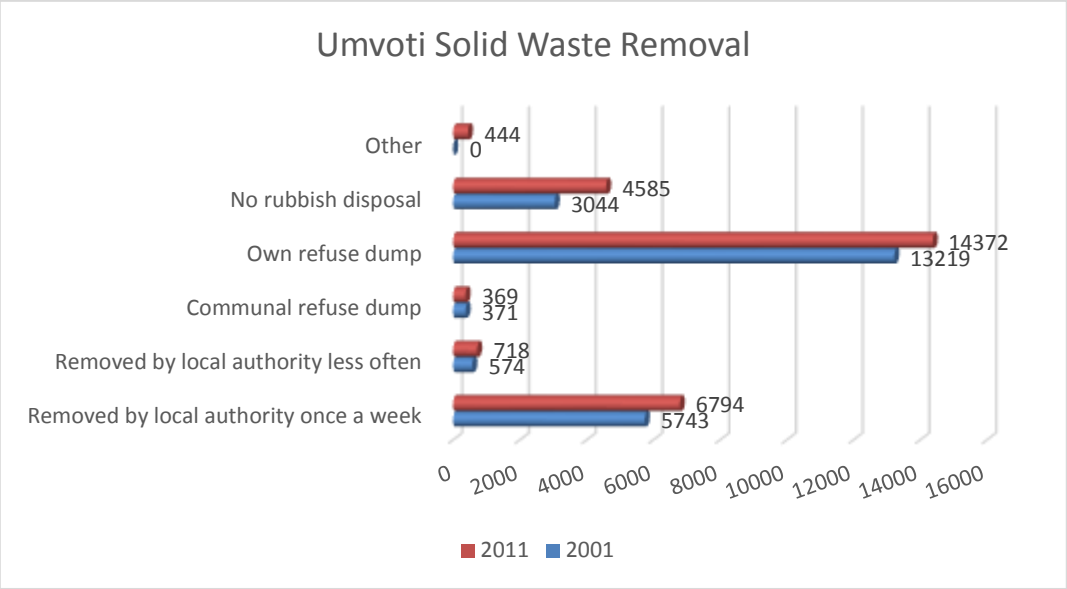


Infrastructure serves as the pre-requisite for economic growth and development in any given area. The same is applicable within the subject municipality area. For any business to thrive and be sustainable, it is important to access water in a reliable and stable manner. The map above shows water hardship in various municipal wards. As can be observed from the said map, some wards are not well served or provided with water. Wards with high number of households lacking access to reliable water supply are in a disadvantage since they will not be able to conjure any enterprises / businesses. Thus, it is imperative that provision of water is prioritized in settlements where the need is evident as this has the potential to kick-start an array of economic development related initiatives.

3.4.3 SOLID WASTE / REFUSE REMOVAL

There is a clear lack of refuse removal services within the municipal area with 52.7% of households in Umvoti making use of their own refuse dump. Only 27.5% of refuse is removed regularly by the municipality. The use of own refuse can have serious impacts on the environment and the health of communities.

Figure 49: Waste removal

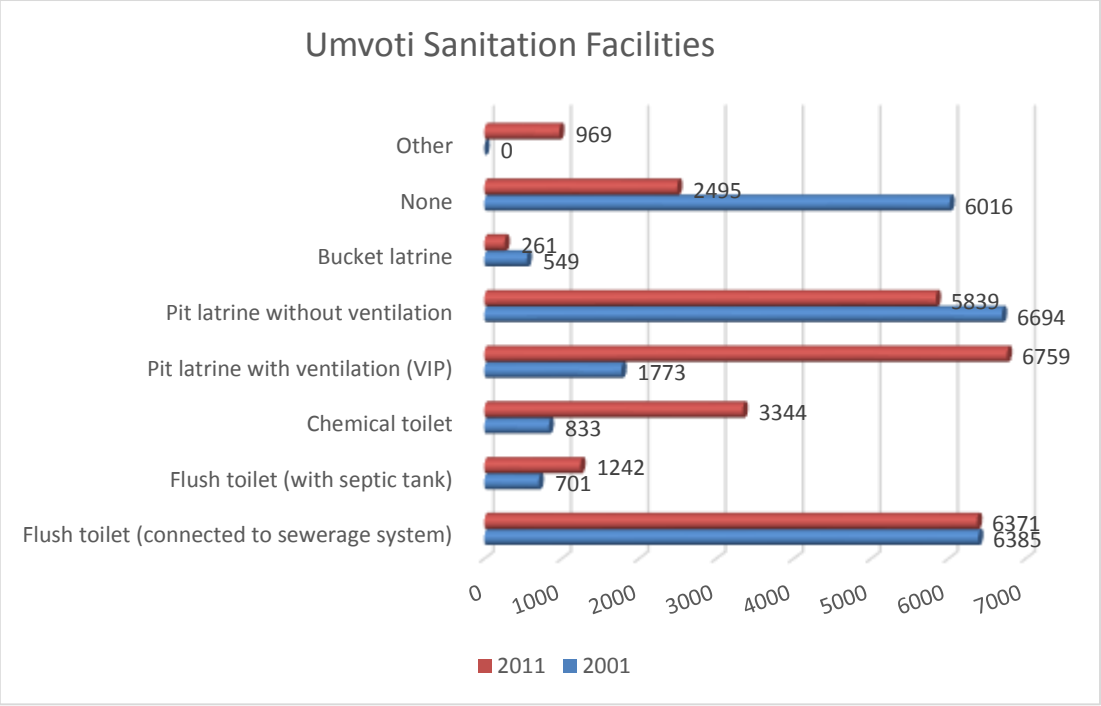


Source: Census 2011

3.4.4 SANITATION

The Census data indicates that a large percentage of households in the area have a flush toilet (23.4% connected to sewer system).

Figure 50: Access to sanitation



Source: Census 2011

Approximately 24.8% has a pit toilet with ventilation (VIP), while 21.49% of households have a pit toilet without ventilation. The uses of chemical toilets have increased, while households without toilets decreased with 17.1%. This data indicates that the majority of households have access to some form of sanitation facilities.

3.4.5 KEY FINDINGS (INCLUDING TRENDS)

The following are the key findings and trends in the Umvoti Municipal Area:

- The growth rate of 1.11% per annum for the period between 2001 and 2011 has been experienced
- The population is distributed unevenly between 11 wards within the municipal area.
- The age profile shows a largely youthful population with approximately 75% of the population under the age of 34.
- The gender profile of the area indicates that over a ten year period, the female population still outnumber the male population representing 56% of the population
- Over a ten year period the Black African population has increased more rapidly than other population groups
- Majority of the population that appears to have some form of education has increased over the past ten years (2001-2011)
- Unemployment rate in Umvoti has decreased significantly from 40.7% to 30.4% between 2001 and 2011
- Majority of households have access to some form of sanitation facilities.

3.5 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT ANALYSIS

3.5.1 MUNICIPAL TRANSFORMATION

3.5.1.1 EMPLOYMENT EQUITY

Umvoti Municipality's senior management comprises both males and females especially in regards to equity presentation of which the report is submitted on 01st October annually. An Employment Equity Plan has been drafted in accordance with the Employment Equity Act (55 of 1998) and work shopped to Councillors. The information provided below is as per the reporting period of 01 October 2014. The following table indicates the current racial and gender composition of staff:

Table 16: Current racial and gender composition of staff

EMPLOYMENT EQUITY REPORT 01 OCTOBER 2013	MALE				FEMALE				Total
OCCUPATIONAL LEVELS	A	C	I	W	A	C	I	W	
Top Management	1	1	0	1	2	0	0	0	5
Senior Management	5	0	2	1	1	2	0	0	11
Professionally qualified and experienced specialists and mid-management	3	0	1	1	2	0	0	0	7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	68	0	1	1	12	0	0	1	83
Semi- skilled and discretionary decision making	29	2	6	0	35	1	5	0	78
Unskilled and defined decision making	58	0	0	0	41	0	0	0	99
TOTAL PERMANENT	**164**	**3**	**10**	**4**	**93**	**3**	**5**	**1**	**283**
Temporary Employees	95	7	0	0	124	2	1	0	229
GRAND TOTAL	**259**	**10**	**10**	**4**	**217**	**5**	**6**	**1**	**512**

3.5.1.2 STAFF COMPONENT OF THE MUNICIPALITY

The Umvoti municipality currently has a staff component of 495 employees, 5 are Senior Managers, 280 of which are permanent and fixed term contracts, 215 temporary staff including co-operatives.

3.5.2 ORGANISATIONAL DEVELOPMENT

3.5.2.1 POWERS AND FUNCTIONS

The Municipality has a policy on Delegation of Powers in terms of Section 59 of the Municipal Systems Act, 32 of 2000. These Delegations of Powers have been reviewed and adopted by council.

The powers and functions of local government are reflected in the list below. This is based on the provisions of the Municipal Structures Act 117 of 1998 (as amended) and the Municipal Demarcation Board. It must be noted that the allocation of powers and functions does not include the adjustments by the MEC following the recommendations of the Municipal Demarcations Board.

Table 17: Powers and Function

LOCAL FUNCTION	SHARED FUNCTION	DISTRICT FUNCTION
✓ Air Pollution	✓ Fire Fighting Services	✓ Electricity Reticulation
✓ Building Regulations	✓ Local Tourism	✓ Municipal Health Services
✓ Child Care Facilities	✓ Municipal Public Transport	✓ Potable Water
✓ Pontoons, Ferries, Jetties, Piers and Harbours	✓ Cemeteries	✓ Sanitation
✓ Storm Water Management Systems in Built up Areas ✓	✓ Markets	
✓ Trading Regulations	✓ Municipal Roads	
✓ Billboards and the Display of Advertisements in Public Places	✓ Refuse Removal, Refuse Dumps and Solid Waste	
✓ Cleansing	✓ Development Planning	
✓ Control of Public Nuisances		

LOCAL FUNCTION	SHARED FUNCTION	DISTRICT FUNCTION
✓ Control of Undertakings that Sell Liquor to the Public (Local Function)		
✓ Facilities for the Accommodation, Care and Burial of Animals		
✓ Fencing and Fences		
✓ Licensing of Dogs		
✓ Licensing and Control of Undertakings that sell food to the public		
✓ Local Amenities		
✓ Local Sport Facilities		
✓ Municipal Parks and Recreation		
✓ Noise Pollution		
✓ Pounds		
✓ Public Places		
✓ Street Trading		
✓ Street Lighting		
✓ Traffic and Parking		

3.5.2.2 ORGANISATIONAL STRUCTURE / ORGANOGRAM

As from 01 August 2013 the Municipality was placed under Administration, following the resolution of the Provincial Executive Council of the Province of Kwazulu Natal, of 17 July 2013 to intervene in terms of Section 139(1)(b) of the Constitution of the Republic of South Africa. One of the findings by the appointed Administrator was that the Municipality's Organogram was bloated and not properly responding to the need of effectively and efficiently delivering the services to the community as per the powers and functions assigned to the Municipality. The restructuring process resulted to the decrease of Municipal Department's from eight (8) namely:

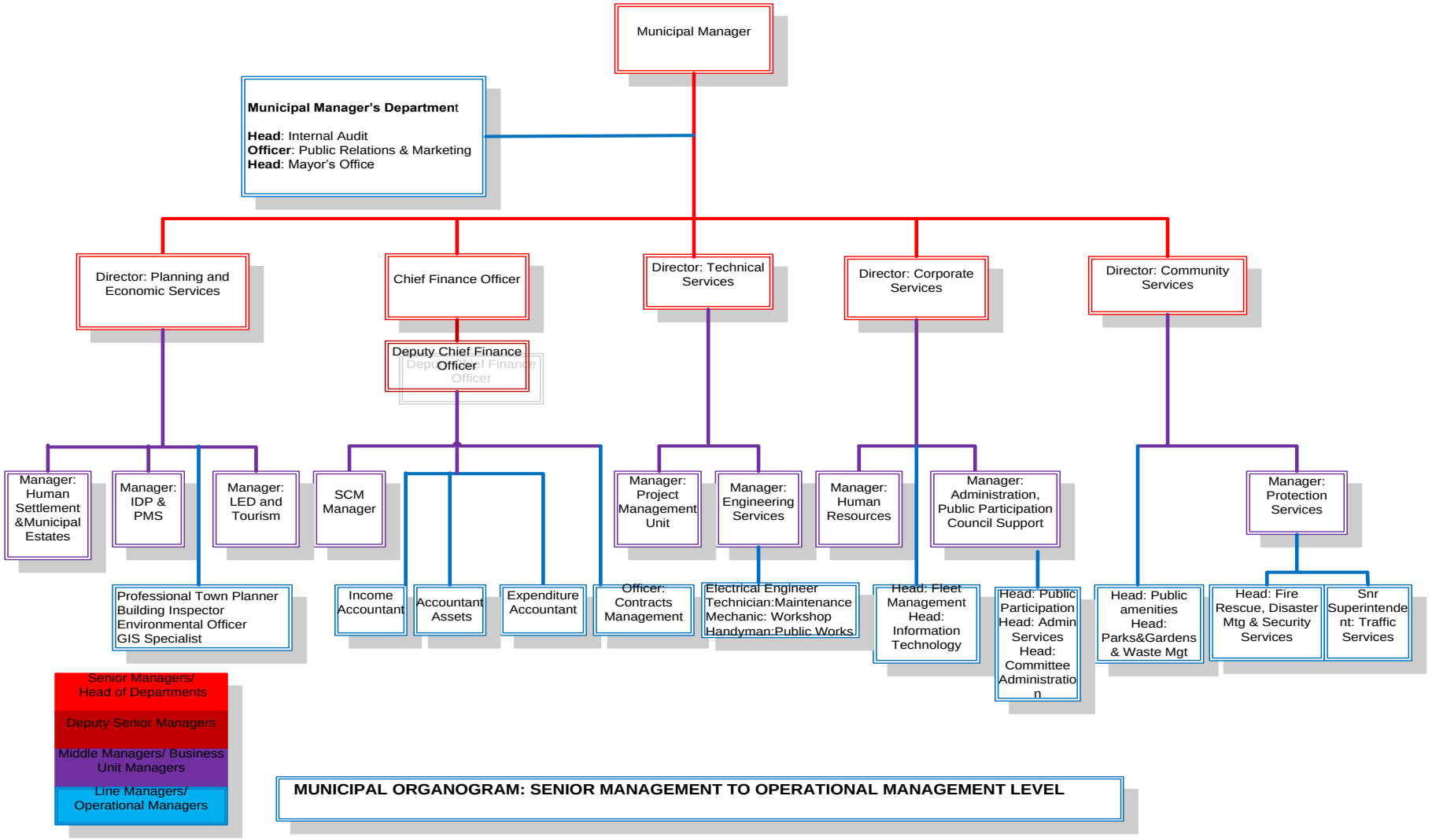
- Finance Department,
- Physical Environment Department,
- Corporate services Department,
- Legal Services Department,
- Engineering Services Department,
- Good Government and Compliance Department,
- Protection Services Department and
- Planning Department

to five (5)namely:

- Finance Department,
- Corporate Services Department,
- Technical Department,
- Community Services Department, and
- Planning Department

A comprehensive organogram for the municipality is contained as an **Annexure** herein**.**

Figure 51: Management Organisational structure



The following is the summarised duties and functions allocated to each department:

The Office of the Municipal Manager: is responsible for strategic directional decisions and functions of the Municipality, as well as the implementation of the Internal Audit function, public relations and marketing, and overall management of governance offices, mayoralty and the implementation of special programmes.

Corporate Services Department's duties are: include Human Resources function i.e. Recruitment and selection, staff welfare and wellness, skills development, occupational safety, and labour relation, as well as functions like Information Technology, Fleet Management, Administration and Committees, Public Participation and Council Support.

Finance Department: is responsible for the implementation of Supply Chain management and Contract Management, Financial administration and reporting as well as Asset management.

Technical Services Department's duties are: planning, design, implementation and management of all new capital projects, provision of electricity, road maintenance, management of minor repairs workshop and provision of public works services.

Community Services Department: is responsible for Public Amenities, Parks and Gardens, Solid waste management, traffic management services, Firefighting, Disaster management, and Security services.

Planning and Economic Services Department's duties are: Development planning, Building regulation and inspectorate, Local economic development and tourism, IDP and Performance management system, as well as Human Settlements and Municipal Estates.

3.5.2.2.1 MUNICIPAL INSTITUTIONAL CAPACITY & STATUS OF CRITICAL POSTS

Two of the five Section 56 positions of Managers reporting directly to the Municipal Manager have been filled. The following table highlights the current status of Senior Managers reporting directly to the Municipal Manager:

Table 18: Current Status of Senior Management reporting directly to the MM

DEPARTMENTS	RESPONSIBLE DIRECTOR
Corporate Services	Vacant
Finance	Filled
Community Services	Vacant
Planning and Economic	Filled
Technical Services	Vacant

3.5.2.3 HUMAN RESOURCE DEVELOPMENT

3.5.2.3.1 SKILLS DEVELOPMENT

In accordance with legislation, the municipality has to submit the Declaration of Intent to train together with the application for Discretionary Grant Funding to LGSETA, and thereafter the WSP and ATR must also be submitted. The programmes focus on skills development both internally and externally (Section 18.1 and 18.2 learners). There are some challenges faced with LGSETA in terms of disbursing grant as there are no proper processes they communicate with municipalities in terms of grant funding although submissions are made timeously as required. This is one of the discouraging factors which has been shared with LGSETA's national and provincial offices. As indicated above, the WSP and ATR are submitted annually to LGSETA outlining the organisational training needs as well as training conducted in the financial year.

Internal staff are being given an opportunity to attend various training courses, workshops and conferences to keep themselves abreast with the developments and changes in the sector.

The other challenges are that it is difficult to obtain training providers within the area as well as experiential learning for the programmes which require practical or workplace exposure in the programmes identified.

3.5.2.3.2 MUNICIPAL HUMAN RESOURCE STRATEGIES

The Umvoti municipality has developed a number of Human Resource (HR) strategies and policies which include the following:

- Overtime Policy
- Recruitment and Selection Policy
- Sexual Harassment Policy
- S & T for Councillors
- S & T for Officials
- Cellular
- Housing Policy
- Subsistence and Travelling Policy
- Placement Policy
- Roles and Responsibilities of Political Structures, Political Office Bearers and the Municipal Manager for Municipal Officials
- Recruitment, Selection and Appointment Policy
- Remuneration Policy for Officials
- Overtime Policy
- Acting Allowance Policy
- Cell phone Policy
- Intoxicating and Substance abuse Policy
- Relocation Policy
- Nepotism Policy
- Transfer Policy
- Retention Policy
- Funeral Policy
- Employment Equity Plan
- Re-imbursement of out of Pocket and Travel expenses for Councillors

3.5.2.3.3 SUCCESSION PLAN

The municipality experiences difficulties in retaining skilled staff and as a result, there is a need to develop a Succession Plan.

The municipal policies have been reviewed and adopted, therefore an assessment need to be undertaken in order to identify other policies that need to be developed.

3.5.3 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

Table 19: Municipal Transformation and Organisational Development SWOT analysis

STRENGTHS	WEAKNESSES
• Risk Management policy in place • Fraud and Corruption policy in place • Senior Managers, Middle Managers, Section Heads and Finance Officials have undergone training on Municipal Finance Management Programme • Unqualified audit in 2013/2014 financial year	• Integrated information System not In place • Financial constraints • No dedicated Skills Development Facilitator • Council resolutions not efficiently implemented • Policies not fully implemented • Skills Development Policy not fully implemented • Low number of staff trained per year • No staff support programmes in place (i.e. Employee Assistance Programme)
OPPORTUNITIES	**THREATS**
• Strengthen skills base by staff training	• Financial constraints • Low skilled staff • Political instability

3.6 SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

3.6.1 WATER & SANITATION

3.6.1.1 CONDITIONS OF EXISTING WATER AND SANITATION INFRASTRUCTURE

The water and sanitation infrastructure in Umvoti municipality, especially the town of Greytown and Kranskop is dilapidated. There is currently high water demand for Greytown and surrounding areas. However the District is currently constructing the Craigieburn Dam Pipeline

which will service these areas. The Lake Merthley dam which is the main water source for Greytown has limited capacity to supply water in the future as it level has dropped. The Greytown Waste Water Treatment Works is currently above its capacity and is sitting at 120%. The town of Kranskop is highly experiencing sanitation problems as there is no proper sewerage works/plant in this town.

3.6.1.2 Water Services Development Plan

Umzinyathi DM is the Water Services Authority (WSA) for the entire district in terms of Section 1 of the Water Services Act, 1997. The municipality has a Water Services Development Plan in place which serves to assist the municipality to align the projects set out by the Water Services Authority and that of the IDP in terms of providing water and sanitation services to the entire district. It also helps with understanding the water services requirements and to effectively plan and manage the projects. The Water Services Development was prepared in 2009, and needs to be reviewed during 2014/15 financial year to be in line with the 2011 Census Data and also reflect progress made in terms of service delivery provision.

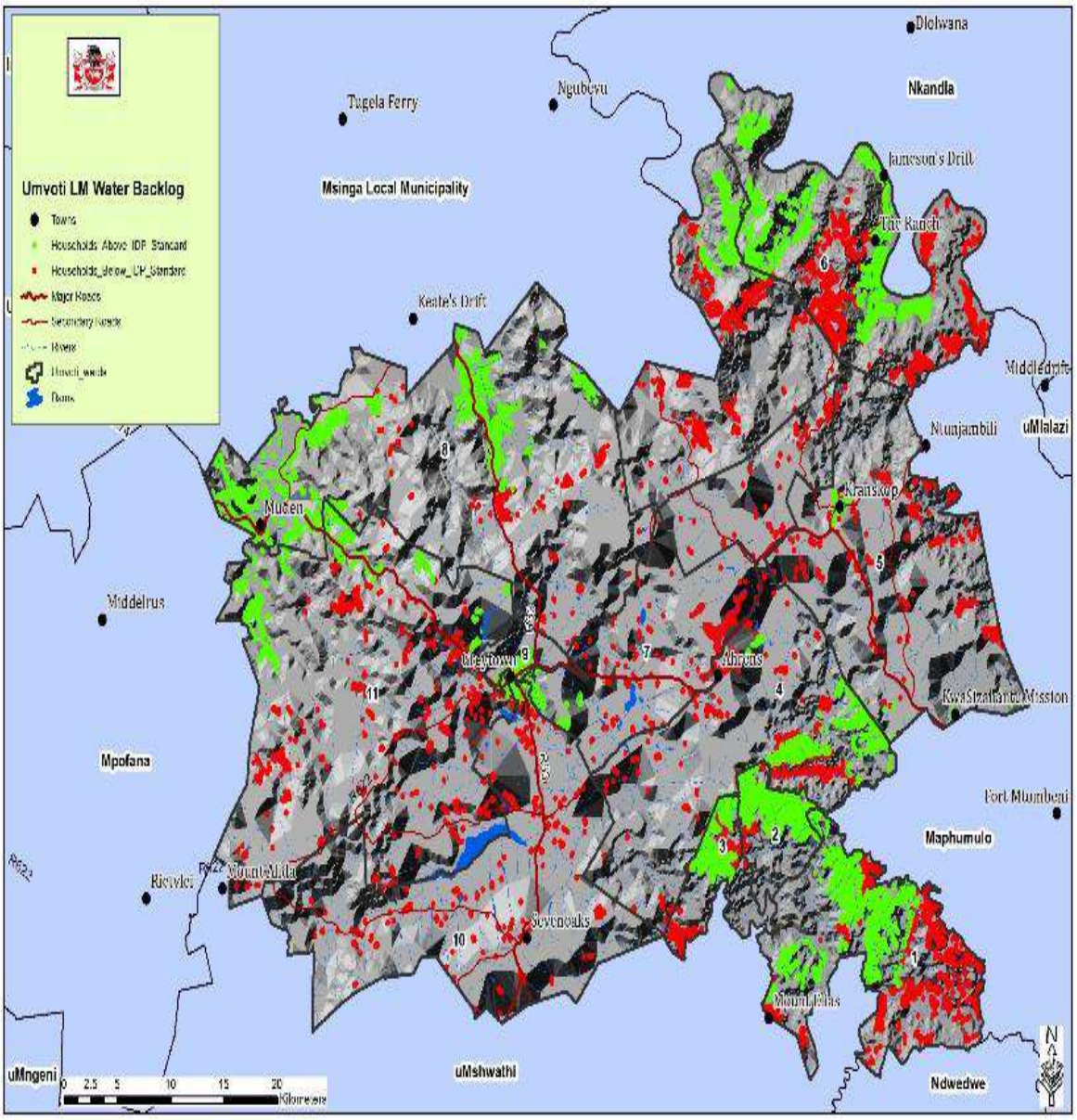
3.6.1.3 UMZINYATHI DISTRICT 2014/15 PLAN FOR REDUCTION OF BACKLOGS

3.6.1.3.1 Water

During 2014/15 financial year, the water backlog will be 27,998 households (27%) at the end of June 2015, and to be reduced by 12,711 households by 30 June 2016; thereby improving access to communities within the RDP standards. Households to be with water by the end of June 2015 is 94,472 households.

In terms of short term measures for the provision of water, the municipality is implementing spring protection programme and also the refurbishment and drilling of new boreholes. The projects for implementation during 2015/16 financial year, are under Section 5. Figure below highlights the water backlog for Umvoti.

Figure 52: Umvoti Water Backlog



3.6.1.3.2 Sanitation

During 2014/15 financial year, the sanitation backlog will be 14,093 households (14%) at the end of June 2015, and to be reduced by 7,351 households by 30 June 2016, thereby improving access to communities within the RDP standards. Households to be with sanitation facilities by the end of June 2015 will be is 99,377 households. The projects for implementation during 2015/16 financial year, are under Section 5.

3.6.2 SOLID WASTE MANAGEMENT

The amount of refuse removed by the municipality at least once a week has remained relatively static between 2001 and 2007 at approximately 23%. The number of households receiving the service less often has, however, increased from 2.4% in 2001 to 12.3% in 2007.

The waste service delivery of the Umvoti Municipality is coordinated from Greytown. Private households are permitted one orange bag, which is collected twice a week and the cost of this service is covered by the refuse tariff. Waste is collected daily from commercial properties and twice a week or by special request from industries and commercial and industrial collections are charged according to usage. The quality of the solid waste disposal service is also consistent throughout Kranskop. The informal landfill site at Kranskop was closed down and a transfer station is being utilised for waste. It is noted that there is a need for a proper plan for the collection and transportation of refuse from Kranskop to Greytown. There is an existing transfer station in Greytown from where waste is transported by a private contractor to a landfill site in Pietermaritzburg. There is also a need for a container and collection system for Muden. The needs for waste disposal in the Umvoti Municipality as identified in the Integrated Waste Management Plan are summarized below:

- There are no waste minimization strategies that have been developed. These need to be addressed and implemented.
- The tribal areas of the Umvoti Municipality do not receive a waste removal service and they need to be incorporated in the waste disposal.
- The new developments that are taking place in the Umvoti Municipality must be included for the provision of a waste disposal service.
- There is illegal disposal of waste at various sites in the municipality. The illegal disposal should be addressed in order to manage and minimise the illegal activities pertaining to waste disposal.

New Municipal By-Laws should be drafted that pertain directly to waste and issues surrounding waste management. Issues such as illegal dumping of waste, waste minimization/ and recycling should be dealt with in the By-Laws. Municipal waste records should be kept and maintained for informed future decision-making purposes and to comply with the Government's Waste Information System requirements.

The Regional Landfill site is in the process of being constructed in Greytown and it will service both Umvoti and Msinga Municipalities. It is anticipated that the Landfill site will assist the municipality in reducing the cost of transporting waste from Greytown to Pietermaritzburg.

3.6.2.1 WASTE REMOVAL AND IMPACT OF TARIFF INCREASES

Currently solid waste removal is operating at a deficit. It is widely accepted that the rendering of this service should at least break even, which is currently not the case.

The table below indicates the actual and budgeted financial performance of the Waste Management on the 7 year budget horizon.

Table 20: Waste Management Performance

Description	2010/11	2011/12	2012/13	Current Year 2013/14		2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Waste Management - Revenue	7 017	7 718	8 490	5 975	5 975	6 274	6 596	6 952
Waste Management - Expenditure	(11 236)	(10 447)	(9 714)	(9 533)	(9 533)	(8 369)	(12 889)	(12 889)
Surplus/(Deficit)	(4 220)	(2 729)	(1 224)	(15 508)	(15 508)	(14 643)	(19 484)	(19 841)

The Municipality will have to implement a solid waste strategy to ensure that this service can be rendered in a sustainable manner over the medium to long-term. The main contributors to this deficit are repairs and maintenance on vehicles, increases in general expenditure such as petrol and diesel and the cost of remuneration as well as transporting of waste to Pietermaritzburg.

Considering the deficit, it is recommended that a comprehensive investigation into the cost structure of solid waste function be undertaken, and that this include investigating alternative service delivery models. Council is requested to task the administration in exploring ways of enhancing the waste management towards operating at breakeven.

Refuse Removal tariffs were increased at 6 per cent which is consistent with the CPIX index of 6.2 per cent as outlined in MFMA circular N.72.

The following table compares current and proposed amounts payable from 1 July 2014:

Table 21: Comparison between current waste removal fees and increases

Tariff Type	2013/14 Current Tariffs	2014/15 Proposed Tariffs	Difference	Tariff Increase Percentage
Refuse Domestic	95	100.3	5.3	6%
Refuse Commercial	258.8	273.3	14.5	6%
Refuse Other	350.7	370.3	19.6	6%

3.6.3 TRANSPORTATION INFRASTRUCTURE

3.6.3.1 ROAD NETWORK

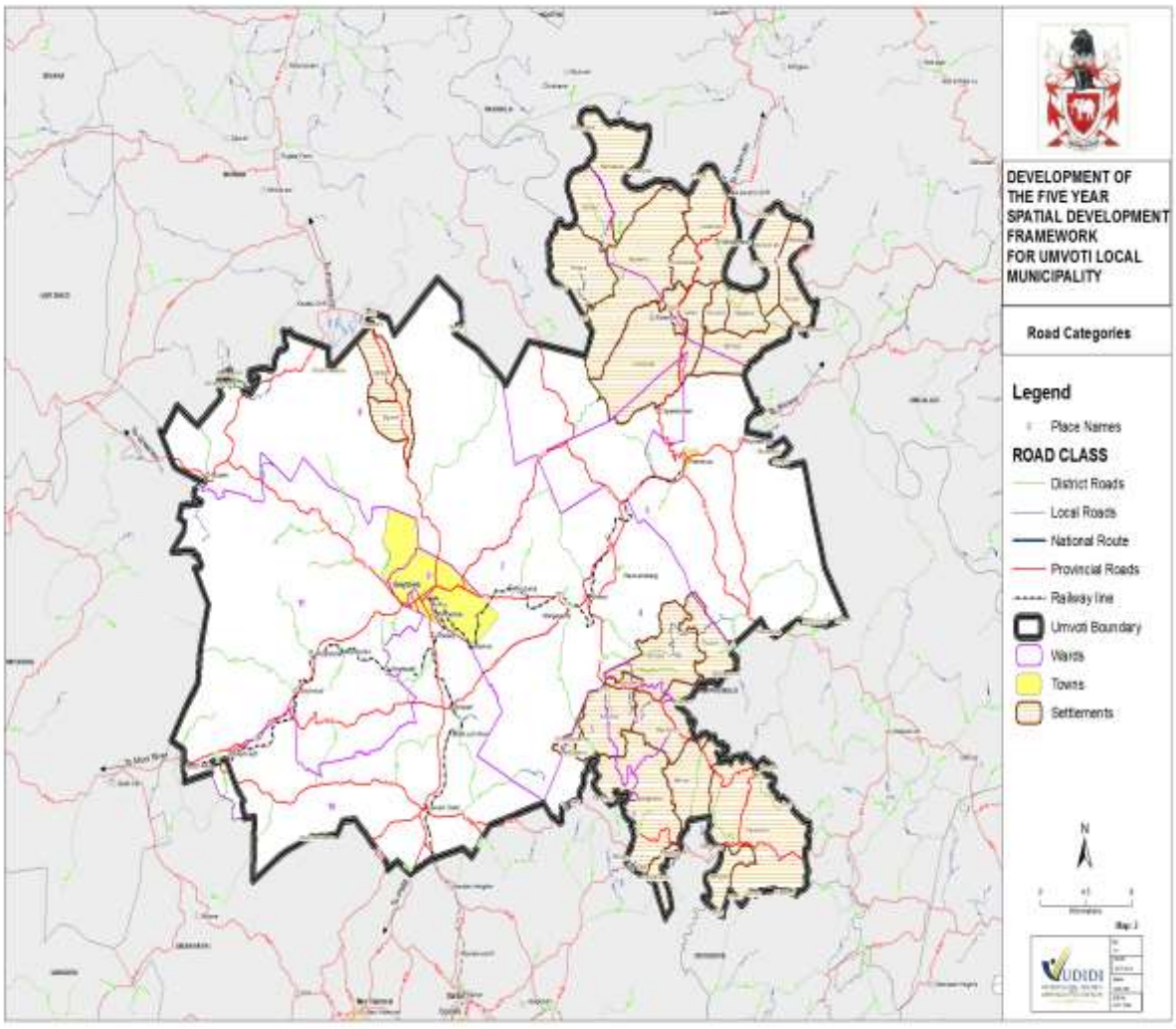
The main road linkages in the District are the R33 forming a North/South Corridor (Dundee-Greytown and Pietermaritzburg), followed by the R74 linking Greytown to Stanger through Kranskop. The major roads, R33 and R74 provide a link between the urban centres of Greytown/Kranskop with the urban nodes of Dundee, Pietermaritzburg, Stanger and Estcourt. No visible hierarchical ordering of the space economy in Umvoti is evident as Greytown and Kranskop dominate the economy. The settlements of Muden, Seven Oaks and Hermannesburg have very little economic impact.

Provincial roads within Umvoti are in a fair to poor condition. Urban roads are in a better condition in most areas. Surface drainage is not adequate and clearance of open drains and road verges need to be undertaken. Main roads in Kranskop are adequately surfaced although regular maintenance is required. However there is no pavement management strategy in place.

Rural roads require more attention, as they are mostly unsurfaced and hence susceptible to erosion. The municipality currently does not have storm water control measures for rural areas. Most of the drains for rural roads discharge into watercourses and the veld, and this contribute to soil erosion. Strategic intervention need to focus on storm water management and the monitoring of settlement establishment on areas adjacent to rivers and streams.

The municipality has completed Phase 1 and Phase 2 of the Greytown roads rehabilitation utilising Municipal Infrastructure Grant (MIG). The municipality is in the process of developing its Maintenance Plan in order to ensure that the future plans for all municipal roads are in place.

Figure 53: Road Categories



3.6.3.2 ACTIVITY ROUTES

The roads that currently run throughout the Umvoti Municipality present opportunities for creating the communication and access networks necessary to permeate the area. Along these routes services are provided and public transport operates, whilst many of these routes provide gathering places for those attracted to the activities along them. Existing high order routes could potentially evolve into movement corridors in the first instance, with high order activity developing along them over time.

3.6.3.3 PUBLIC TRANSPORT

The municipality has both formal and informal public transport facilities. **Table 22** below provides a summary of the public transport facilities within Umvoti Municipality:

Table 22: Formal and Informal transport facilities

FACILITY NAME	OWNERSHIP	STATUS	LOCATION
Greytown Taxi Rank	Municipal	Formal	Off street
Kranskop Taxi Rank	Municipal	Formal	Off street
Muden Taxi Rank in Greytown	Private	Formal	Off street
Muden Taxi Rank in Muden	Private	Informal	Off street
Rural wards		Informal	On street and off street

3.6.4 ENERGY

The municipality has experienced challenges in the electrification of the whole of Umvoti municipal area of jurisdiction. Umvoti Municipality completed and adopted an Electricity Service Delivery Plan (ESDP) for the municipality in 2008 and has been reviewing this plan regularly. The objective is to provide electricity to the people of Umvoti Municipality as quickly as possible. The three constraints determining the delivery process of electricity to the people is the availability of **network capacity**, **funding** as well as **proactive design and planning**.

Figure 54: Map indicating electricity hardship within Umvoti

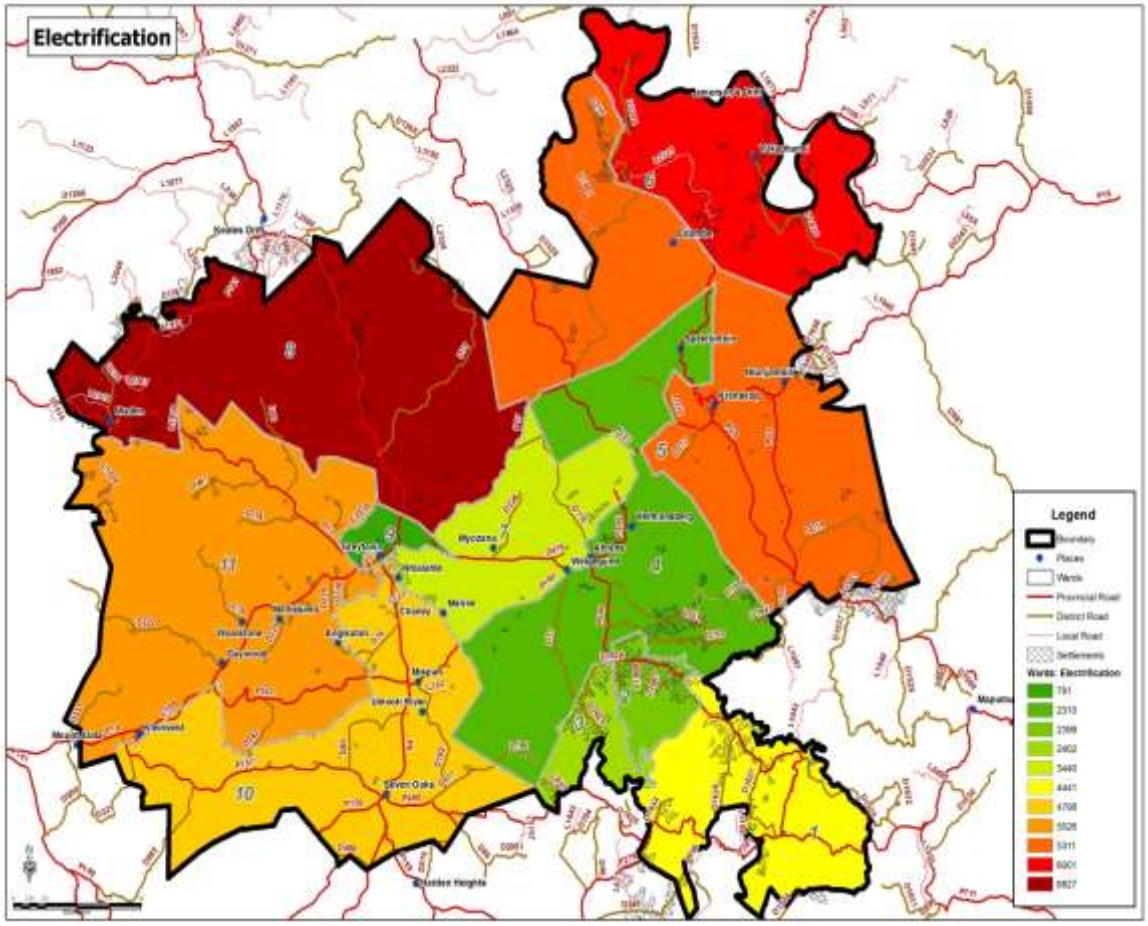


Table 23 below outlines the progress made on electricity projects for 2014/2015 financial year.

Table 23: 2014/2015 Electricity Projects Progress

PROJECT NAME	NUMBER OF CONNECTIONS	TOTAL PROJECT COST(Excl. VAT)	PROGRESS TO DATE
Lilane Phase 2 Electrification	28	R 1 192 317.12	Project completed on 17 February 2015
Bomvini Phase 2 Electrification	71	R 1 789 637.76	Project completed on 13 March 2015
Kwadolo Phase 1 Electrification	125	R 3 273 968.16	Project on construction
497 Sites Electrification	497	R 7 000 000.00	Project currently being implemented
TOTAL (Excl VAT)	**724**	**R 13 255 923.04**	

Table 24: Electricity Projects – DBSA Front loading

PROJECT NAME	NUMBER OF CONNECTIONS	TOTAL PROJECT COST (Excl. VAT	COMMENT
Muden Phase 3&4 Electrification	1206	R23 000 000-00	Project on construction
Ngome Phase 3 Electrification	630	R 17 300 000-00	Project on construction
Townlands Electrification	210	R5 600 00-00	Planning
Kwadolo Electrification	150	R4 000 000-00	Project on construction
Woolstone	75	R 2 510 932.53	Project on construction
TOTAL (Excl VAT)	**2315**	**R 47 399 087.02**	

The municipal Council has resolved to utilize 10million out of the reserves to accelerate service delivery with particular reference to electrification projects. The DBSA has approved the front loading of R45.5million which will be utilised to complete the projects in the above table. National Treasury has approved the front loading application. The municipality and DBSA are in the process of finalising the Memorandum of Agreement.

The planning and design of the following projects has been completed:

Table 25: Makhabeleni Electrification Project

PROJECT NAME	NUMBER OF CONNECTIONS	TOTAL PROJECT COST (Excl.VAT)
Kwasenge Phase 1 Electrification	470	R 9 400 000.00
Gcotoi Electrification	500	R 10 000 000.00
Emakhabeleni/Sibuyane/Vukapansi Electrification	850	R 18 200 000.00
Makhabeleni Electrification	600	R 10 800 000.00
Hlimbithwa Electrification	200	R 4 000 000.00
Mthiyaqwa Electrification	200	R 4 000 000.00
TOTAL (Excl VAT)	**2820**	**R 56 400 000.00**

The projects identified in Table 25 above forms part of the Makhabeleni Electrification Project. This is the Premier's 100 days celebration project and is funded under Massification grant. Umvoti has received R5.2m for the design and further 10million in order to start the construction process. The total cost of the project is **R68million**.

Table 26: Planned 2015/2016 Financial Year Projects through INEP allocation: 25 million

NAME	NUMBER OF CONNECTIONS	BUDGET	COMMENT
Doremey	500 Connections	11,5 mill	Rural Electrification Customers are far apart, planning stage
Bubu	350 Connections	9,5 mill	Planning Stage
Ziba	20 Connections	850 Thousand	Planning Stage
Mispa	50 connections	1,2 million	Planning Stage
Ntembisweni (Infills)	120 Connections	3,5 mill	Planning Stage
Phasiwe	50 Connections	1,2 million	Planning Stage
Mbuba (Infills)	50 Connections	1,2 million	Planning Stage
Phembuluka	30 Connections	950 Thousand	Planning Stage

3.6.4.1 NETWORK CAPACITY

Subsequent to the completion of the new substation at Msinga and the upgrading of networks on some other substations by ESKOM capacity is now available to continue with electrification in a number of areas in Umvoti Municipality. Network Capacity is therefore at present a factor delaying electrification in the municipality. Areas where network capacity constraints exist were identified and prioritized as high priority non grid project areas.

Umvoti Municipality also requires R 40 000 000.00 to enable ESKOM to construct a new substation to supply Greytown Town the current feeder lines from ESKOM to the town and the substation has reached to maximum limit it can supply. The lines cannot be upgraded in the current position and a new substation is required.

3.6.4.2 ALTERNATIVE SOURCES OF ENERGY/RENEWABLE ENERGY

The non-grid areas have been identified. The Njengabantu Area under Ward 1 is one of the areas with no electricity whereby one hundred and ninety (190) solar panels have been installed.

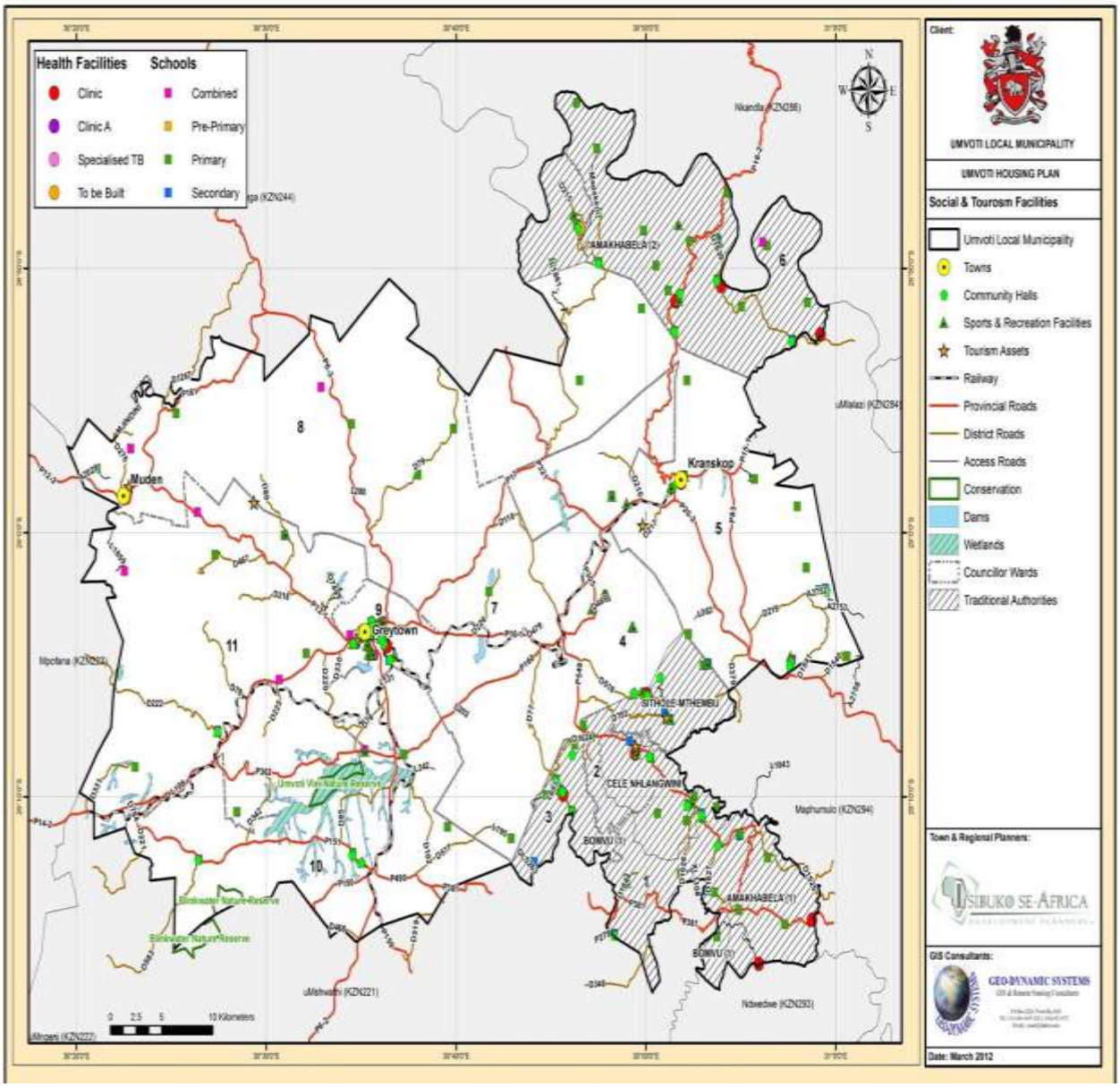
The Biomass Project has also been identified as one of the renewable energy project that can be implemented in the municipal area. Ward 01 has been identified as a pilot project for the Biomass. The feasibility study will be undertaken in the 2015/2016 financial year in order to determine the feasibility of the project in the area.

3.6.5 ACCESS TO COMMUNITY FACILITIES

The urban centres of Greytown and Kranskop are adequately provided with social facilities. The social facilities need to be provided in terms of the RDP guidelines. There is a general lack of sports facilities in Kranskop and the tribal authorities. Greytown is adequately catered for in terms of sporting facilities. Attention needs to be directed towards the tribal authority areas as they are under supplied with social facilities. However the situation has improved as compared to the previous years.

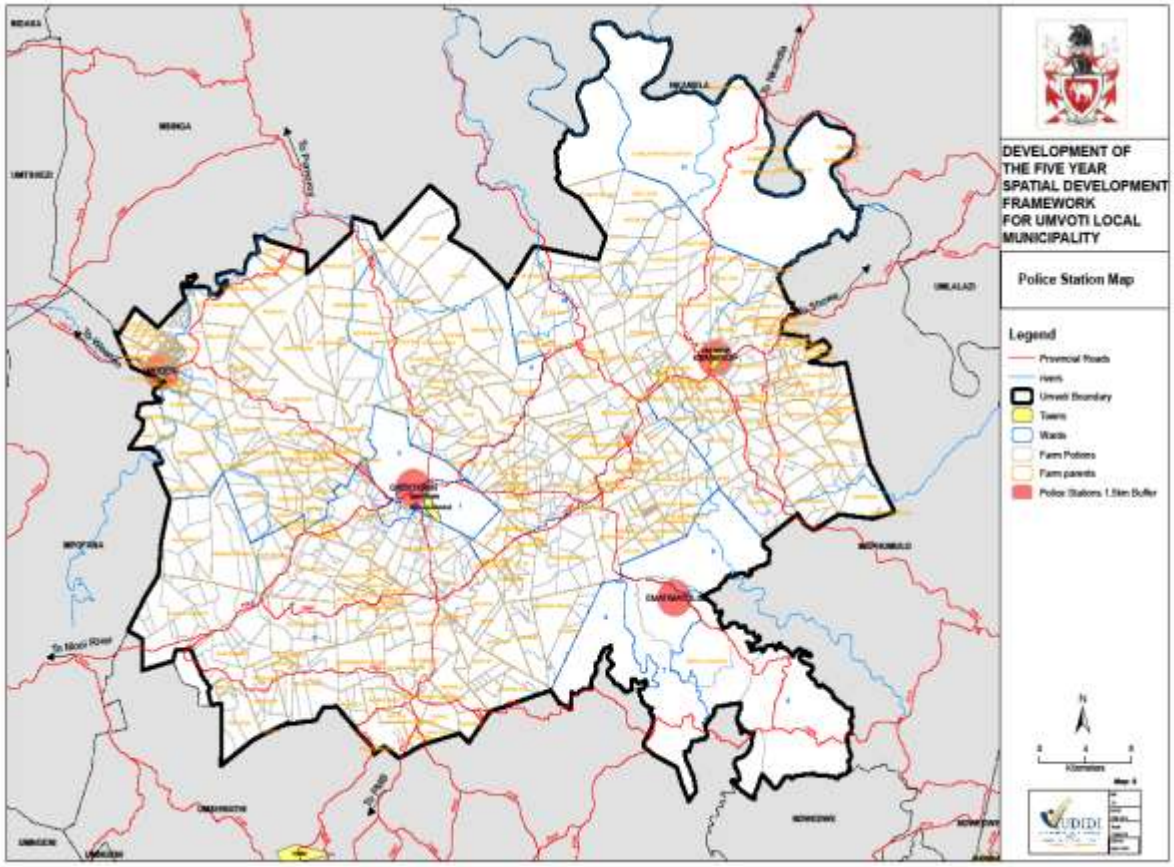
The provision of sufficient social and community facilities is considered critical for the development of sustainable human settlement. The basic social and community services that are a pre-requisite in this case include educational, health, community halls, sport and recreational facilities. The map below, demonstrates the spatial distribution of these social and community facilities within various parts of Umvoti Municipal Area. With reference to Map below, Umvoti can be considered to be well provided with Primary Schools which are located within various settlements on the urban areas, rural areas and farmlands. The majority of the rural settlements are provided with secondary schools.

Figure 55: Spatial Distribution of Social facilities



Umvoti Municipality has four (4) police stations (Greytown, Kranskop, Muden and Matimatolo) situated within its area of jurisdiction with Greytown Police Station being the biggest police station amongst the four. There are two Magistrate Courts within Umvoti Municipality: Greytown and Kranskop.

Figure 56: Police Stations within Umvoti Municipality



3.6.6 HUMAN SETTLEMENTS

3.6.6.1 CURRENT HOUSING SITUATION

The number of households who reside within the formal houses has increased from 42% in 2001 to 57% in 2007 within Umvoti Municipal Area. This increase may be attributed to the decrease of households residing in rural areas as well as the households who have received formal houses for the first time due to completed low – cost housing projects between 2001 and 2007. The municipality is very close in terms of meeting the national housing target of at least 60% of households to be formally housed within each municipality countrywide.

3.6.6.2 LOW COST HOUSING DEMAND

3.6.6.2.1 RURAL HOUSING DEMAND

The demand for rural housing within Umvoti has never been captured by the housing demand/ waiting lists; instead the census statistics have always been used to guide the municipality in this regard. According to the 2007 Census Community Survey, there are approximately 9 518 households who were recorded to be residing within the traditional settlements. This noted a decrease from 1 197 households who were residing in traditional settlement seven years ago (there were approximately 10 715 households residing in traditional settlements in 2001). Based on the assessment that was done in all municipal wards, this statistical demand is relatively lower than what the municipality has quantified the backlog as, such that the

estimated number of people who require low cost housing in both rural and urban areas of the municipality is estimated at 22 100.

3.6.6.2.2 MIDDLE – INCOME/ GAP HOUSING DEMAND

"Gap housing" is a term used to describe the shortfall, in the housing market between residential units supplied by the state (which cost R100 000 and less) and houses delivered by the private sector (which are not less than R250 000). The gap housing market comprises people who typically earn between R3 500 and R10 000 per month, which is too little to enable them to participate in the private property market, yet too much to qualify for state assistance. The middle – income housing demand has never been captured on the housing demand/ waiting lists. It is therefore difficult to estimate precisely how large the demand for the gap housing product is, as it fluctuates with interest rate changes and employment levels.

It also depends on the number of families who voluntarily choose to make longer term financial commitments. However, it is certain that this housing segment is huge and represents a significant demand within the Greytown. In fact this housing spectrum is recently receiving attention from Umvoti Municipality. The need to explore options for this type of housing is considered important given the fact that the Breaking New Ground Housing Policy makes provision for any middle income housing (gap market) to be addressed. The municipality anticipates that there are approximately 500 households that require housing who fall within the middle income housing bracket. This is substantially higher than the census 2007 community survey middle – income housing demand, which is estimated at 61 households.

3.6.6.2.3 ERADICATION OF INFORMAL SETTLEMENT

There are four (4) informal settlements that exist within Umvoti Municipal Area of jurisdiction. As previously discussed these accommodate approximately 1500 households. Unfortunately none of these settlements can be formalized through in-situ upgrading due to a number of reasons which can be outlined as follows:

- Tent Town – 411 households are located within the closed landfill site and it is not environmentally recommended to have the settlement there.
- Lindelani – 436 households are located within Transnet owned servitude.
- Coloured Village – this small settlement (31 households) is located within a 50 – 100 year flood line and this possess a great danger.
- Brickyard – this settlement is located in a wetland and comprises of 33 households.
- Kranskop – this is a very dense informal settlement with approximately 350 households. It will not be possible to accommodate all the households with the property that they have invaded since the household's structures are too congested. This settlement has grown overtime as the informal settlements were 250 when the project was planned.

Umvoti Municipality intends to eradicate these informal settlements and ensure that all the households have access appropriate shelter with decent services. There are two existing projects which were conceived with the intention to eradicate informal settlements through relocation. These are Greytown Slums Clearance (1000 Units) and Kranskop Slums Clearance (250 Units). The shortfall will still remain of approximately 1250 units. The municipality is intending to initiate an additional project in order to ensure that all the informal settlements are successfully eradicated. However there are challenges that are experienced with finding additional land to accommodate this intended project.

3.6.6.2.4 CURRENT HOUSING SITUATION

3.6.6.2.4.1 LIST OF PRIORITISED HOUSING PROJECTS

Umvoti Municipality identified and prioritised projects in terms of all the wards. It has been discovered that previously the municipality has prioritized housing projects in terms of villages instead of grouping projects per wards. The projects in the table below are in an order of priority:

Table 27: Prioritised Housing Projects

PLANNED HOUSING PROJECTS							
Ward Number	**Feasibility studies and project packaging**	**Number of units Estimated**	**Type of project**	**Land ownership**	**Estimated Budget**	**Sources of Fund**	**Key Stakeholders**
1	Ndosi Vikindlala Mbulwane Dayingubo Njengabantu Amakhabela 3, 500 units.	3500 units	Rural	Ingonyama Trust	To be determined by DOHS	DOHS	Department of Human Settlements, uMvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
2	Matimatolo Phase 2 Mbangweni Sangweni greenfield 3, 500 units.	3000 units 500 units	Rural Greenfield	Ingonyama Trust Land to be acquired	To be determined by DOHS	DOHS	Department of Human Settlements, uMvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
5	Kranskop greenfield 500 units.	500 units	Urban	Municipal land	To be determined by DOHS	DOHS	Department of Human Settlements, uMvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
11	Woolstone Greenfield (Nkonzo Mhlopheni Bloemhof Macro Haloni Kusan) 500 units.	500 units	Farm residential	Farm land	To be determined by DOHS	DOHS	Department of Human Settlements, uMvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries

Ward Number	Feasibility studies and project packaging	Number of units Estimated	Type of project	Land ownership	Estimated Budget	Sources of Fund	Key Stakeholders
7	Nhlalakahle Phase 2 Enseleni 1, 500 units.	1500 units	Urban Rural	Municipal land Ingonyama Trust	To be determined by DOHS	DOHS	Department of Human Settlements, uMvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
3	Ntembisweni Mbuba Sihayini Mdlelanto 3, 000 units.	3000 units	Rural	Ingonyama Trust	To be determined by DOHS	DOHS	Department of Human Settlements, uMvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
4	Mthembu- Sithole Phase 2 Hemmanesburg Esigedlane	600 units 500 units 50 units		Trust Land Trust Land Trust Land	To be determined by DOHS	DOHS	Department of Human Settlements, uMvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
8	Ngome Msengeni Kansundu Maqwayibeni Mpanza Mdlezane Nkonyane Ubhalabhala Magcumeni Matishani 1, 500 units.	1500 units	Rural	Ingonyama Trust	To be determined by DOHS	DOHS	Department of Human Settlements, uMvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries

Ward Number	Feasibility studies and project packaging	Number of units Estimated	Type of project	Land ownership	Estimated Budget	Sources of Fund	Key Stakeholders
11	Muden Emacongco Emhlazane Entabenzima Tshekane Nyonini Emhlopheni Mbalane Jestina Emanandini 1, 500 units.	1500 units	Rural	Trusts land	To be determined by DOHS	DOHS	Department of Human Settlements, uMvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
6	Gcothoyi/Stulwa Dimane Engcaza Mkhondeni Nkanini 1, 500 units.	1500 units	Rural	Ingonyama Trust	To be determined by DOHS	DOHS	Department of Human Settlements, uMvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
5	Mabomvini Mavalana Nsongeni Galafana KwaDolo Dulumbe Diliva Sinyambothi Mthiyaqwa Kwamfushane KwaMagobhe KwaSenge Etsheni Dinda Sititktikini	1000 units 1000 units 1500 units	Rural Rural Rural	Ingonyama Trust	To be determined by DOHS	DOHS	Department of Human Settlements, uMvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries

	Madekeni 3, 500 units.						
10	Mispah Kusan Seven Oaks Phasiwe farm 600 units.	600 units	Rural	Farm land	To be determined by DOHS	DOHS	Department of Human Settlements, uMvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
	TOTAL UNITS	**22, 100**					

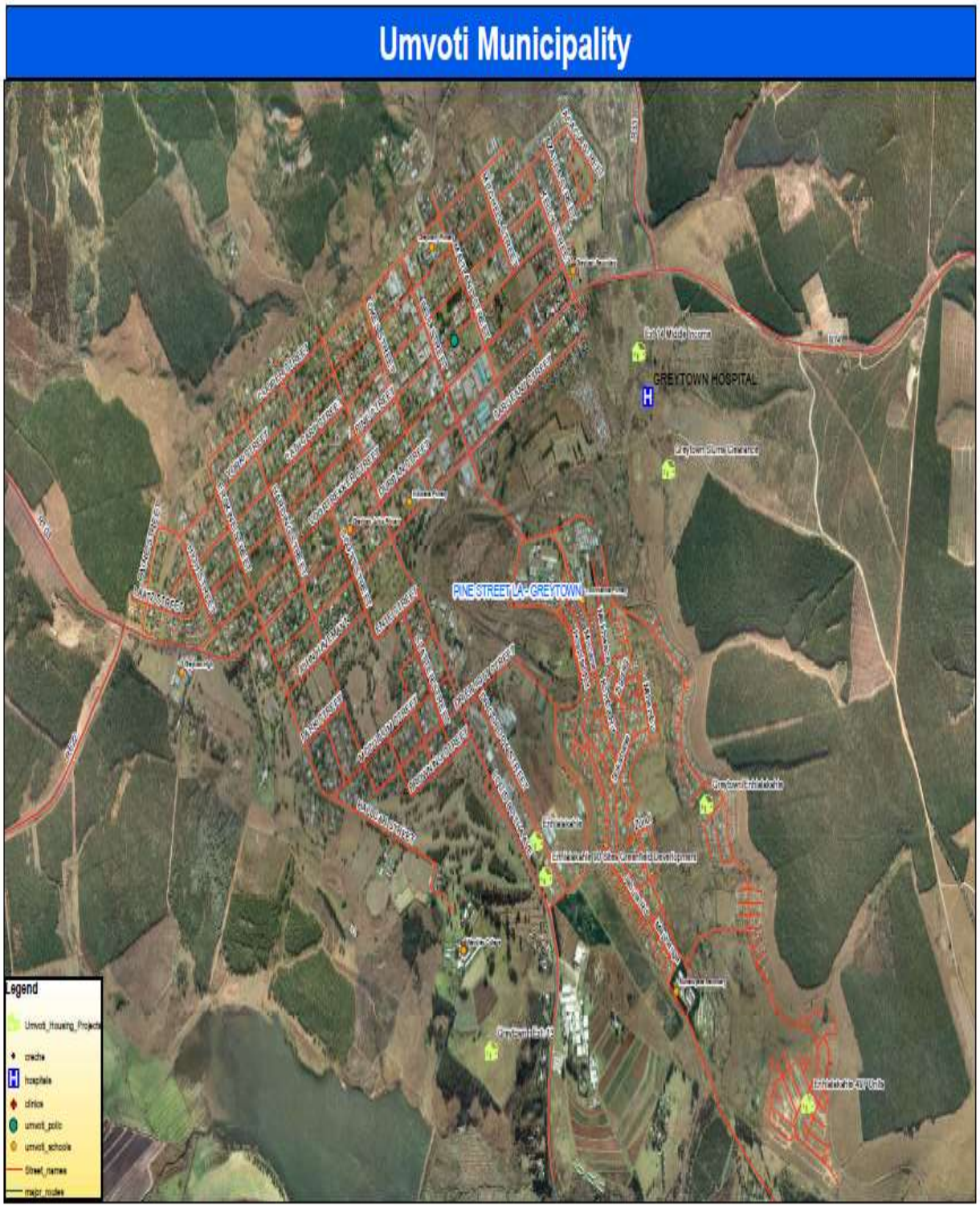
3.6.6.2.4.2 URBAN AREAS

The housing projects that are currently underway within the urban areas of Umvoti are as follows:-

Table 28: Housing projects in progress within urban areas

PROJECT NAME	WARD	COMMENTS
497 Housing Project	7	100% complete – project awaiting completion of electrification
Greytown Slums Clearance (1027 units)	9	The Contractor has commenced with Civil works.
Kranskop Slums Clearance (246 Units)	5	Project delayed. Challenges in terms of Bulk water supply and sewer
Nhlalakahle Phase 2	07	The project will be presented to Department of Human Settlements Technical Committee on 15 June 2015 for approval of Tranche 1.
Extension 14 – Middle income	9	Project at Planning Phase
Extension 9	9	Project at Planning Phase

Figure 57: Greytown Housing Projects



3.6.6.2.4.3 RURAL AREAS

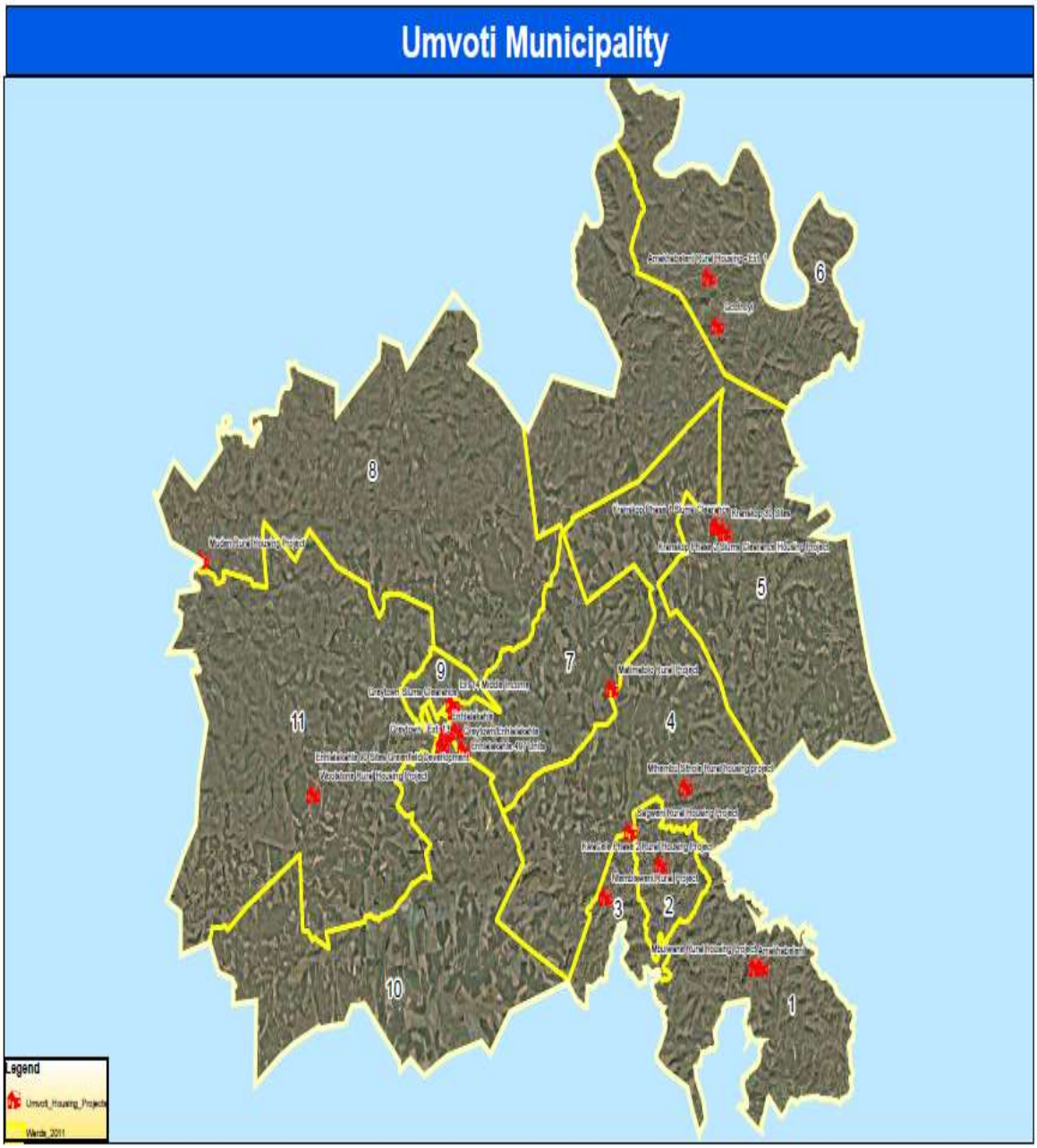
The housing projects that are in progress within the rural areas of Umvoti are as follows:

Table 29: Housing projects in progress within rural and farmland areas

PROJECT NAME	WARD	COMMENTS
Matimatolo Rural Housing Project	2	100% complete
Ntembisweni Rural Housing Project	3	100% complete
Mthembu-Sithole Rural Housing Project Mthembu-Sithole Phase 2 (Trust Land)	4	PDA approval obtained Trance 1 submitted to the Department of Human Settlements for approval.
Muden (Trust Land)	11	Finalisation of planning processes
Mbulwane Rural Housing Project	01	The project will be presented to Department of Human Settlements Technical Committee on 15 June 2015 for approval of Tranche 1.
Makhabeleni Rural Housing Project	05 & 06	Advert is on paper calling for a Service Provider to undertake prefeasibility studies for the whole of Makhabeleni including the Old Housing Project
Matimatolo Phase 2	02	The project will be presented to Department of Human Settlements Technical Committee on 15 June 2015 for approval of Tranche 1.

Umvoti municipality has won an award on the Govan Mbeki Awards for 2015 under the Best Rural Housing Project category. The project that has seen Umvoti winning the award is the Matimatolo Rural Housing Project that was implemented by Makhosi Nyoka and Associates.

Figure 58: Umvoti Housing Projects



3.6.6.2.4.4 PREFEASIBILITY STUDIES FUNDING REQUEST FOR HOUSING PROJECTS

The Department of Human Settlements is encouraging municipalities to submit requests to the department for prefeasibility studies funding.

The municipality has had some engagements with the Department of Human Settlements regarding its housing projects priorities whereby the municipality requested assistance to fast track all its projects. The other request was submitted to the Department requesting to utilise the Municipal Housing Operating Account to undertake housing prefeasibility studies and packaging thereof.

3.6.7 TELECOMMUNICATIONS

The residents of Umvoti are currently experiencing network problems in deep rural areas since they are located at the foot hills. Most of the community in ward 1 area of Umvoti battle to get cell phone signal. Kranskop and surrounding areas also experience very poor cell phone signal. There is a desperate need to erect cell phone masts in most of the municipal wards since 90% of the communities utilize cell phones and rely on these devices as their main channel of communication.

Greytown and Kranskop residents and business owners experience very slow data speeds and this is hindering their business needs. With modern times the community rely heavily on mobile network operators to provide a fast, efficient and robust service but in Umvoti they provide an average service with HSDPA and edge connectivity. Only certain areas have 3G coverage.

Majority of Umvoti`s communities are purchasing smartphones and tablet devices which require high speed broadband connections to operate but in the rural areas the best data connection available is an edge connection which is not sufficient to utilize these devices to their full potential.

It is recommended that all mobile network operators invest more in infrastructure in all wards of Umvoti in order to improve and meet the communication needs of the rapidly expanding communities.

3.6.8 SERVICE DELIVERY & INFRASTRUCTURE: SWOT ANALYSIS

Table 30: Service Delivery SWOT analysis

STRENGTHS	WEAKNESSES
• 2011 Census outcomes (Stats) • MIG Funding	• Lack of human and financial capacity • Poor planning • Continuous changes in priorities • Dilapidated infrastructure
OPPORTUNITIES	**THREATS**
• Proper planning within financial constrains • Recycling of waste • Landfill site • Alternative energy source(s) • Take advantage of EPWP funding • Establishment of Project Management Unit	• Climate change • Shortage of water

3.7 LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS

3.7.1 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

3.7.1.1 ECONOMY

Umvoti Municipality is well known of sectors of economic development which contribute or drive the economic growth of the area. Umvoti municipal area has a number of opportunities for economic development and these can be summarised as follows:

- Processing of agricultural products.
- Umvoti municipal area has a rich history, which includes the battlefields, and the history of the Zulu nation, Germans, Afrikaners, etc
- Location of the proposed culture and heritage route, midlands and battlefields at the various tourism zones.
- Industrial land in Greytown
- Traditional arts and craft skills, which have been passed from generations to generations. There is potential to commercialize traditional arts and craft products.
- Irrigable land located along the Uthukela, Mooi and Umvoti rivers, which creates opportunities for irrigation schemes.

3.7.1.2 MAIN ECONOMIC CONTRIBUTORS

Table 31: Main economic contributors

SECTOR	SHARE % OF GVA
General Government Services	17.3
Wholesale and Retail trade, Catering and Accommodation	16.0
Manufacturing	15.8
Finance, Insurance, Real Estate and Business Services	14.1
Agriculture, Forestry and Fishing	12.6
Community, social and personal services	8.5
Transport, storage and communication	8.4
Construction	3.1
Mining and quarrying	2.6
Electricity, gas and water	2.2

Source: Calculations based on Quantec data, 2011

The table above reflects the relative contribution of each industry to the GVA at a district level. It clearly depicts the sectors that are major drivers of the economy. General government services, wholesale and retail trade, manufacturing and agriculture and forestry have been the major contributors in the economy over the past years. Likewise, Greytown is the main provider of higher income jobs in senior management, professional, technical, clerks and skilled in the Umvoti area. The commercial farms provide for the majority of the skilled jobs and these are primarily provided in the processing plants. On the low, Traditional Authority areas provide very few to no jobs at all. It is worth noting that the minimal employment that is provided in these areas is attributed to the development of basic infrastructure such as roads, electrification, water provision, schools and clinics within these Traditional Authority areas.

3.7.1.3 DEPENDENCY RATIOS

The implications of little disposable income cause high dependency rates and the need for social and economic support for the very poor. The current situation paints a bleak picture in terms of the ability of the Umvoti community to meet their basic needs and improve their quality of life. A large portion of a low-income family's revenue comes from remittances and social grants.

Due to the poor economic performance of the municipality and the district municipality as a whole, unemployment and dependency ratios remain high. The 1996 census indicated that on average 5.8 people depended on each employed person, a figure which grew to 6.3 dependants in the 2001 census. The increase in the number of dependants further strengthens the need for an appropriate economic development strategy for the municipality. This should include the development of Small, Medium and Micro Enterprise (SMME) in suitable sectors as a means of promoting emerging entrepreneurs who will initiate labour intensive job growth. Furthermore, the strategy must aim to provide support to the informal sector as it is recognized that it provides many households with an income and it is anticipated to play an increasingly more important role in the future.

Most of the poverty-stricken households in the Umvoti municipality are located in the Enhlalakahle Township as well as in the Traditional Authority areas. The population in towns is generally better off than the rural community, where it is likely that communities will not be able to afford housing and other services. The provision of basic and essential services to the communities of these rural areas is one of the greatest challenges for this municipality.

3.7.1.4 UNEMPLOYMENT RATES

The total labour force for the Umvoti Municipality is estimated to be around 24 696 people, of whom only 14 649 people are employed. This marks a net loss of about 2 000 jobs since 1996 where the number of the employed residents was estimated to be around 16 594 people. The impact of this relates to an increase in the unemployment rate from 9 810 people in 1996 to 10 047 people in 2001.

3.7.1.5 EMPLOYMENT RATE PER SECTOR

The Umvoti economy is dominated by the agricultural and community services sectors. The agricultural sector has created about 4 863 of the total employment opportunities within the municipality with the community services sector employing approximately 2 502 people. Other important sectors in terms of employment include manufacturing, retail, private households and informal sector (undetermined).

Greytown is the main provider of higher income jobs in senior management, professional, technical, clerks, service related and skilled, providing in the region of 26.8% of all jobs in the Umvoti municipality. Commercial farms provide for 86% of the skilled jobs and these are primarily provided in processing plants. The Traditional Authority areas provide very few to no jobs at all, although 50% of construction related employment is provided for in these Traditional Authority areas. This is attributed to the development of basic infrastructure such as roads, electrification, water provision, schools and clinics within these Traditional Authority areas.

3.7.1.6 SKILLS PROFILE

The majority of the employed population have elementary skills and this impact on their ability to compete for high profile and well-paying jobs. Poor representation of people in professional and other highly skilled jobs reflects the lack of such opportunities within Umvoti Municipality and the small number of people who have acquired skills. This situation has remained largely the same as in was the case in the 1996 census.

3.7.1.7 MINIMUM LEVEL OF LIVING

The minimum level of living (MLL) or poverty threshold/ poverty line, is the minimum level of income deemed necessary to achieve an adequate standard of living in a given country. The CSIR (2004) figures indicate the following the areas around Greytown and the tribal areas to the south-east of the municipality have the highest concentrations of people living below the minimum level of living.

3.7.1.8 GROSS VALUE ADDED

Gross Value Added or GVA is a measure in economics of the value of goods and services produced in an area or sector of an economy. The map below indicates the GVA per mesozone and indicates that the areas around Kranskop and Greytown produce the highest GVA followed by the inter-joining areas.

3.7.1.9 KWAZULU-NATAL DEPRAVATION INDEX

A KZN Deprivation Index is prepared annually which ranks municipalities in terms of their comparative levels of depravation. The index is a composite of several elements including:

- Income Levels,
- Employment,
- Health,
- Education,
- The Living Environment, and
- Crime

The following table summarises the Umvoti municipality's scores for each of these categories out of the 55 local municipalities in the province. As can be seen from the table, the Umvoti municipality score comparatively poorly in terms of Crime and Employment.

TABLE 32: Umvoti Scores per Depravation Category

CATEGORY	SCORE
Income Levels	44/ 55
Employment	35/55
Health	48/55
Education	38/55
The Living Environment	40/55
Crime	18/55

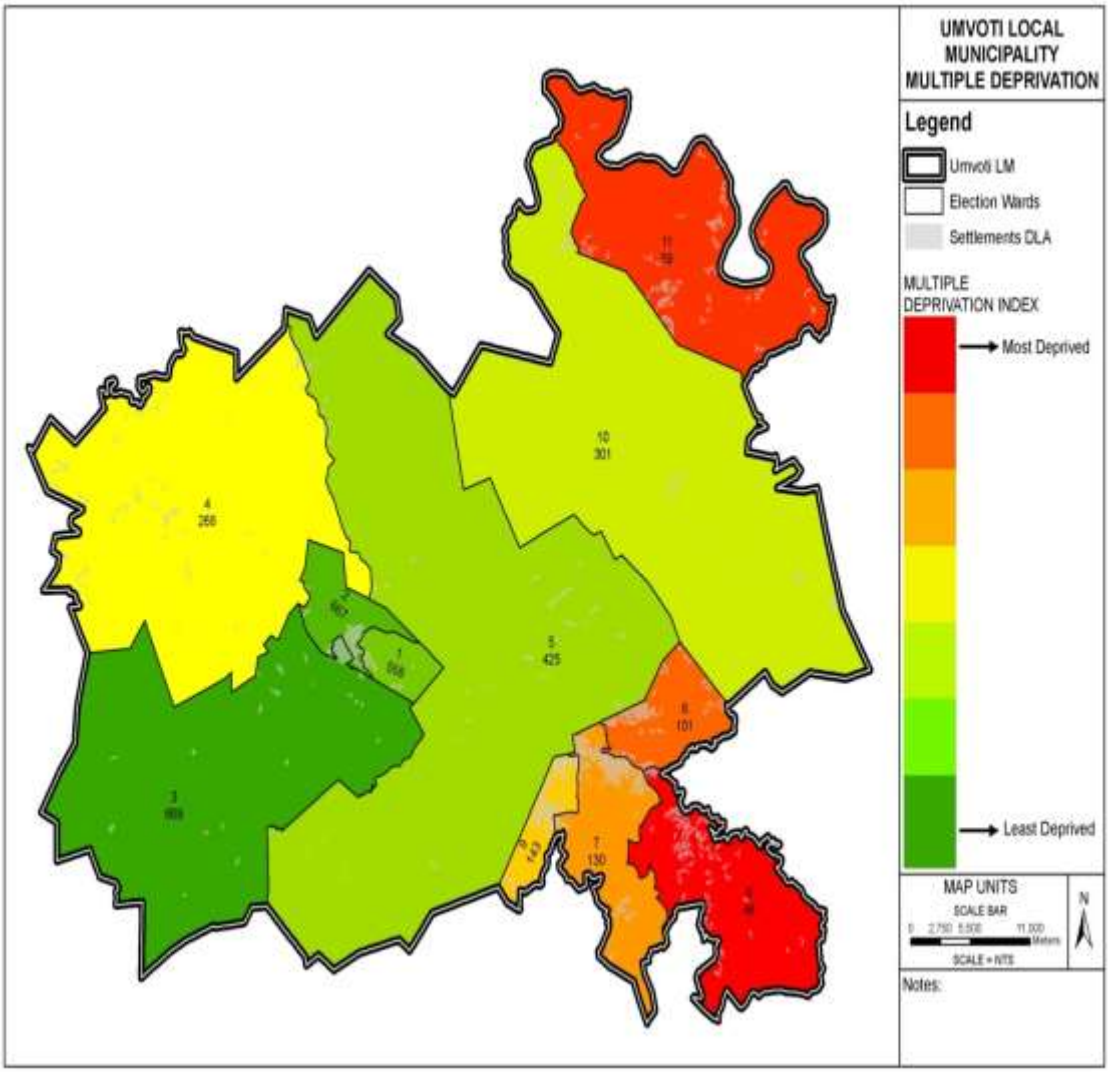
(Source: Provincial Treasury, 2009)

The scores for the six components are then weighted and a composite score determined. In terms of the overall composite score, the Umvoti Municipality was ranked 39th out of the 52 Municipalities in the province.

If one looks at the Multiple Deprivations per ward, which applies the abovementioned five criteria, wards 6 and 11 have the highest levels of deprivation. The following diagrams illustrate the levels of deprivation across the areas of:

- Income Levels,
- Employment,
- Health,
- Education, and
- The Living Environment.

Figure : 59 Umvoti Municipal multiple deprivations



3.7.1.10 LED STRATEGIES AND SECTOR PLANS

Umvoti Municipality has reviewed and completed its LED/Tourism Strategy in October 2013. The need to review the strategy emanates from a number of factors which *inter-alia* includes the following:

- It is the constitutional and legislative mandate for all municipalities to promote local economic development.

- There is a need to exploit location comparative advantage to bolster economic development. Umvoti Municipality is rich in natural resources and is sandwiched between the two main provincial corridors, e.g. the N2 on the east and the N3 on west.

- The need to address high level of poverty and inequality that is evident within Umvoti Municipality
- The need to contribute to the broader objectives of 'Millennium Development Goals' (MDG) which are intended to halve poverty and inequality.
- LED is part of an array of sector plans within the IDP hence its implementation should be in line with the overall strategic intent of uMvoti Integrated Development Plan (IDP).

3.7.1.11SMMES

The establishment of sustainable Small, Medium and Micro Enterprises (SMMEs) is an integral part of the economic development policy of government. It is generally accepted as an approach to ensuring job creation, redistribution and growth in the economy. SMMEs are, however, not always viewed as an economic sector and the development of the SMME sector is therefore not always fully integrated with key economic sectors.

In Umvoti, plantation forestry is the foundation for a number of downstream processing activities including wood chips, saw milling, timber board, charcoal, furniture, pulp and paper that can grow SMMEs. The furniture, pulp and paper industries are at the higher end of the value chain. It is this part of the value chain that will have a huge multiplier effect on Umvoti if successfully exploited. In uMvoti some of the SMME's are concentrated in the Town of Greytown and to some extent in Kranskop.

Umvoti Local Municipality boasts of a number of SMME's (both in urban and rural areas) that operate on adhoc basis and are trapped within the second economy. Many of the SMME's operate under hardship conditions and do not benefit from a range of programs that exist. They are characterized by some of the following:

- They are generally the least organized
- They are starved of access to up to date business related information
- They lack access to economic infrastructure
- They are the least trained and lack necessary skills to enhance their business ventures, etc.

SMME's Co-ordination and Institutional Development is proposed in the LED Strategy in the following manner:

- Develop a database of Co-operatives, etc.
- Develop a Database of SMME's.
- Assist SMME's to organize themselves into a coherent unit e.g. Hawkers Association, etc.
- Undertake needs assessment of SMME's.

- Undertake skills audit of SMME'S.
- Identify programs that can assist SMME's.
- Establish a Business Support and Advice unit within the municipality.
- Ensure registration of SMME's across ULM area
- Initiate municipal wide training, special focus on agriculture, manufacturing, tourism, construction, etc.
- Formulate SMME's Strategy.

Infrastructure development for SMME's is also proposed in the following manner:

- Undertake audit of economic infrastructure…….SMME Business Parks.
- Identify areas of great need in terms of economic infrastructure……Business Parks.
- Seek funding to provide necessary economic infrastructure.

3.7.1.12 INFORMAL TRADERS

The Informal Economy Business Chamber has been established. The Informal Economy Policy has been adopted by Council and needs to be reviewed. The Street Trading By-law has also been prepared and will still be work shopped to the informal traders in order to obtain their buy in. The Informal Traders database has also been developed and a proper implementation plan need to be formulated and implemented.

The municipality acknowledges the challenge of addressing the needs of the informal economy sector. The challenge relates to financial constraints. This is one of the LED catalytic project that the municipality intends undertaking during the 2015/16 financial year. The municipality will work close with government departments as well as relevant entities and stakeholders in order to ensure that proper infrastructure is in place for informal trading.

3.7.1.13 AGRICULTURE

Agricultural potential for any given land area is generally classified into eight potential ratings as: very high, high, good, moderate, restricted, very restricted, low, and very low potential. Agricultural potential within uMvoti Local Municipality falls within 7 of the eight potential ratings namely: high potential, good potential, moderate potential, restricted potential, very restricted potential, low potential and very low agricultural potential areas (see Figure 37 below). These are described below:

- **High potential agricultural land:** Areas of agricultural potential classified as high within uMvoti Local Municipality are mainly concentrated in wards 4, 5, 7 and 10, for more information refer to map 2 of this report.

- **Good potential agricultural land:** Good potential agricultural land has formed a middle corridor running from the south-east of the municipality towards the centre of the municipality in the northern part.

The areas forming the western and northern boundary of the municipality consist mainly of restricted, very restricted, low and to very low agricultural potential. These consist mainly of wards 6, 8 and 1. Agriculture is one of the key sectors of the municipality and a backbone to sustainable economic development in the area. Agriculture, particularly, forestry is the dominant economic activity.

Forestry is mainly found on the outskirts of the municipality as is predominantly privately owned. The municipality also owns the forestry plantations and are currently leased to Mondi. Low levels of agricultural practices are seen in some homesteads mainly for subsistence purposes. There are limited agricultural activities particularly on a commercial scale in the traditional authority areas.

Some of the issues that have had undesired effect on the agricultural development within Umvoti Local Municipality relates to the following:

- The lack of co-ordinated value added processes in the timber, fruits and vegetables production sector.

- Adequate human resources within the municipality to drive the agricultural sector, and

- Proper co-ordination of agencies offering support within the municipality area.

Based on comparative advantages, some of the advantages associated with agricultural development in the uMvoti agricultural economy are as follow:

- The development of forest in communal owned areas.

- The development of sugarcane in communal areas

- Range of downstream forestry products from forestry waste.

- Citrus production and processing…..especially in the Muden area

- Dairy production.

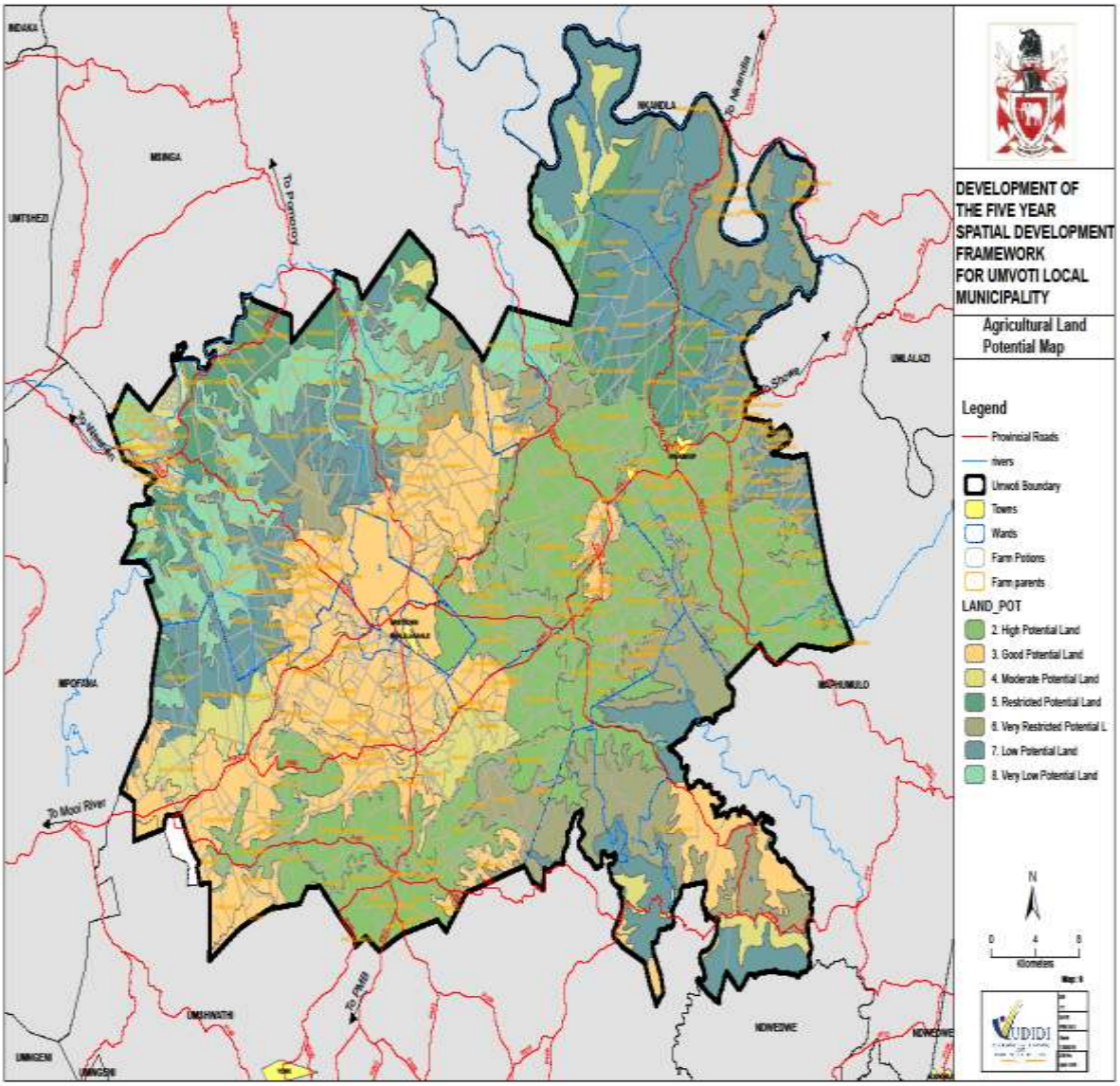
- Beneficiation of agricultural products; and

- Vegetable Production (especially along Umvoti River) and processing, etc.

Based on comparative advantages, the uMzinyathi LED Strategy and Programme identifies the following strengths of the Umvoti agricultural economy:

- Range of downstream forestry products from forestry waste;
- Stewardship Certification products; and
- Vegetable Production and processing on Mooi River Valley

Figure 60: Agricultural Potential Map



There are several economic opportunities that have been identified for Umvoti Municipality which can improve economic development if fully exploited. The map below shows the identified economic opportunities.

Figure 61: Some of the economic development opportunities in Umvoti

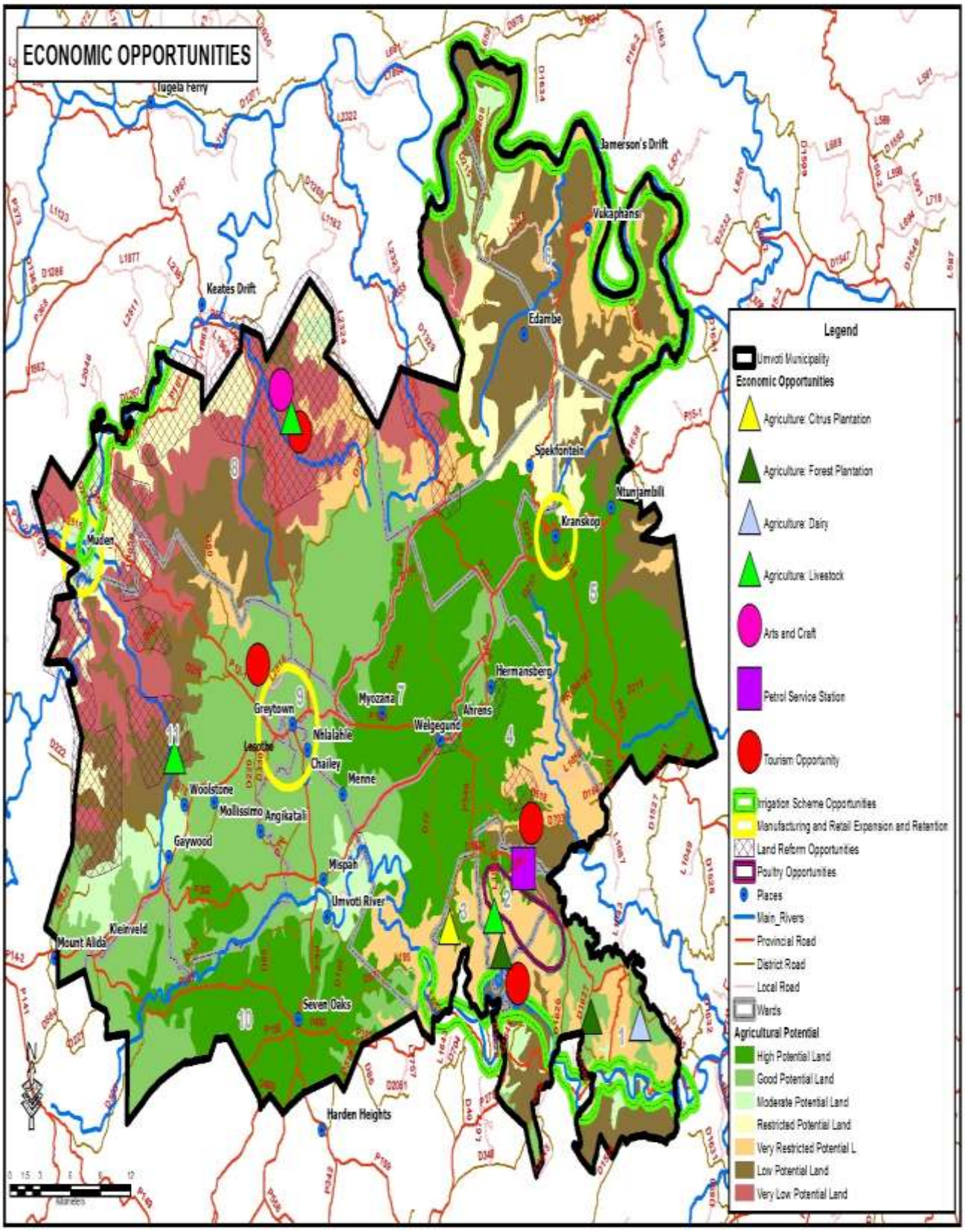


Table 33: Agricultural SWOT Analysis

STRENGTHS	OPPORTUNITIES
✓ uMvoti and Tugela Rivers traversing the municipality; ✓ High rainfalls, moderate temperatures, good soils and moderate slopes; ✓ Carrying capacity of the land/soil is high in summer; ✓ Vegetable Production and processing.	✓ Range of downstream forestry products from forestry waste. ✓ Value adding. ✓ Immense value chain opportunities in vegetable farming, maize and citrus.
WEAKNESSES	**THREATS**
✓ Difficult topography. ✓ Acidic soils and high hail tendencies. ✓ Population pressure. ✓ Carrying capacity of the land/soil is poor during the winter months ✓ Restricted agricultural potential exists in some parts especially within communally owned areas. ✓ Lack of co-ordinated value added processes in the timber, fruits and vegetables production sector.	✓ Sensitivity of the markets across sectors. ✓ Poor access to relevant government support. ✓ Increase in unemployment.

3.7.1.13 TOURISM

Umvoti Municipal area is poorly developed as a tourist area. However, its location at the intersection of at least three tourism development zones each with unique character presents Umvoti with an exceptional and distinctive opportunity to develop as a tourist area providing easy access to the battlefields, Zulu Heritage and culture and eco-tourism zones. Some of the issues confronting the tourism sector within the subject municipality area are as follow:

- Its distance from the province's key attractions and the fact that not many primary tourism attractions in the province are really accessible within a day
- Poor public tourism related infrastructure including poor roads
- The lack of signage

- Absence of tourism related structures to champion this sector/industry; and
- No established Community Tourism Organisation

Further to the above, attractions which could be used to bolster the tourism sector *inter-alia* included the following:

- Muden Culture and Craft Village: this has not been established to date although planning was done at some stage. Various stakeholders in the valley together with the community have mooted an Aloe Route together with a Pecan Nut Festival. This is currently being investigated. A fly fishing experience on the Mooi River is also being investigated. Members of the community will be trained in fly fishing and act as Guide Operators when fishermen want to come to the valley to fly fish. This will create employment opportunities within the area.
- Bhambatha Heritage and Craft Centre: the Bhambatha Centre will form part of the rejuvenation project of the Bhambatha Lodge and Ngome Community Game Reserve
- Ngome Community Game Reserve - will form part of the rejuvenation project of the Bhambatha Lodge and Ngome Community Game Reserve
- Ntunjambili View Site
- Liliani Hot Springs - currently in its final construction on Phase 3
- Mvoti Vlei
- Greytown Museum
- Hermannesburg Mission House
- Lake Merthley
- Blinkwater Hiking Trails
- The Grave of Sarie Marais
- Several Forts such as Darnall, Mispah, Ahrens and Lilani

Also, an opportunity exists in Wards 1, 2 and 3 for the establishment of a Community Game Reserve with associated facilities. This opportunity needs to be explored further in order to determine its feasibility. Going further, there is a need to explore opportunities associated with arts and craft especially in wards 7, 8 and 9 of the municipal area.

The completed Lake Merthley Concept and Business plan identified a number of eco-tourism opportunities such as:

- The camping and leisure retreat;
- The day visitor / recreation facility;
- The sport development centre;
- The spiritual and education retreat;
- The team building and adventure centre;
- Nature conservation through the KZN Wild Life Biodiversity Stewardship Program;
- The activity route development; and
- The residential development.

The Ngome Community Game Reserve, 2 000 ha community-owned land, is characterised by pristine riverine valley bushveld. There are two camps, viz. Bambatha's, which accommodates 12 people in thatched en-suite rondavels, and Ihlamvankulu ('Big Bullet') Camp, with three rondavels and a dormitory for 12 people. Amongst the animal species found on this Ranch are zebra, wildebeest, warthog, leopard and nyala buck. Regrettably, due to mismanagement and lack of guidance, the game reserve has become non-operational over the years and is in a state of disrepair and unfortunately has been vandalised severely. However, Umvoti and uMzinyathi municipalities, in partnership with Department of Economic Development and Tourism and The National Department of Tourism has commenced with the resuscitation process.

A concept plan is presently being drawn up by the municipality for a Township Cultural Tourism Experience. Township tourism operators usually incorporate guided walks, visits to places of interest and some traditional cuisine into their schedules. Visitors will be able to actively participate in a day in the life of the township resident and enjoy the vibrant atmosphere of a local shebeen and listen to fascinating stories told by community members. Visitors will also be privy to the homes of township dwellers and be entertained with traditional dance and music. In terms of the White Paper on Tourism and the Kwazulu-Natal Community Tourism Organisations Strategy this type of tourism Is encouraged in all municipalities.

A new Community Tourism Office is in the process of being established and a dedicated Tourism Office run and staffed by the community will also be started. Premises are being sourced and the Municipality will assist with the start-up provisions.

Tourism development is considered very important to the economic growth of the municipality and many other value opportunities exist in this industry. The existing tourism products offer a range of value chain that tourism stakeholders can exploit to grow the economy of the municipality.

Table 34: Tourism SWOT Analysis

STREGTHS	OPPORTUNITIES
✓ Located at the intersection of at least three tourism development zones each with unique character; ✓ Ngome Community Game Reserve; ✓ Department of Economic Development & Tourism and The National Department of Tourism resuscitating Ngome Lodge; ✓ General Botha's Birthplace; ✓ Blinkwater Hiking trails, The/Die Kop; ✓ Bambatha's Rock and Memorial, historical churches and buildings; ✓ Ahrens and Lilani Hot Springs	✓ The camping and leisure retreat; ✓ The day visitor / recreation facility; ✓ The sport development centre; ✓ The spiritual and education retreat; ✓ The team building and adventure centre; ✓ Nature conservation through the KZN Wild Life Biodiversity Stewardship Program; ✓ The activity route development; and ✓ The residential development
WEAKNESSES	**THREATS**
✓ uMvoti is poorly developed as a tourist area; ✓ Its distance from the province's key attractions and the fact that not many primary tourism attractions in the province are really accessible within a day; ✓ Poor public tourism related infrastructure including poor roads; ✓ The lack of signage; ✓ Absence of tourism related structures to champion this sector/industry	✓ Poor infrastructure. ✓ Poor support for tourism initiatives. ✓ Poor access to information. ✓ Closure of tourism products. ✓ Increase in unemployment.

3.7.1.14 MANUFACTURING (INDUSTRIAL)

The manufacturing sector is the highest contributor to Umvoti's economy. According the data sourced from Quantec August 2012, manufacturing sector in Umvoti contributed approximately 23.6% of the national GVA. Although a significant growth in this sector has been noted at the district level over the past years, it is encouraging to highlight the considerable entry of this sector into the main stream at the local level.

The manufacturing sector at the district level has seen a shift in recent years, from heavy industry focus to the light service industry e.g. clothing, food and beverages. The sector has considerable potential to contribute to the diversification and economic growth of the area through the optimisation of local market opportunities. Umvoti has an opportunity to grow this sector through innovative beneficiation of locally produced products and expanding existing manufacturing operations.

The areas of potential market expansion and opportunity in the Umzinyathi District are as follows:

- Forestry and forestry-waste products in Umvoti;
- Maize, milling and marketing;
- Increased activity in the construction industry; and
- Increased local demand for bricks, blocks and steel structures.

Further to the above it is imperative that adequate industrial land is made available in both Greytown and Kranskop. At present, approximately 52 sites are zoned for industrial use in Greytown. During the workshop a need for land and associated infrastructure that could be used for industrial purposes was identified in the town of Greytown. Manufacturing and retail should be more focused in Greytown, Kranskop and Muden (less extent) respectively etc.

Table 35: Manufacturing/Industrial SWOT Analysis

STREGTHS	OPPORTUNITIES
✓ Manufacturing sector is the highest contributor to uMvoti's economy; ✓ Commercial forestry plantations. ✓ Citrus in Muden, etc.	✓ Potential to contribute to the diversification and economic growth of the area. ✓ Opportunity to grow this sector through innovative beneficiation of locally produced products. ✓ Expanding existing manufacturing operations. ✓ Forestry and forestry-waste products in uMvoti. ✓ Maize, milling and marketing; ✓ Increased activity in the construction industry; and – ✓ Increased local demand for bricks, blocks and steel structures, etc.
WEAKNESSES	**THREATS**
✓ Manufacturing shifted in recent years, from heavy industry focus to the light service industry e.g. clothing, food and beverages, etc.	✓ Unemployment ✓ Inadequate skills to be innovative. ✓ Lack of economic infrastructure, etc.

3.7.1.15 LOCAL ECONOMIC DEVELOPMENT: SWOT ANALYSIS

Table 36: Local Economic Development SWOT Analysis

STRENGTHS	WEAKNESSES
• Strategic location of Umvoti (Greytown) • Eco-Tourism (Lake Merthley, Ngome, etc) • Land availability (Mondi plantation) • Cultural Tourism (Historical Heritage)	• Unexploited economic Opportunities • Dilapidated infrastructure • Ineffective IGR • High rate of unemployment • Financial and human constraints to undertake LED programme • Low levels of skills across the municipality with the majority of residents possessing 'elementary' skills.

OPPORTUNITIES	THREATS
• Green economy • Charcoal production and furniture manufacturing • Mining (Stone crushing) • Investor funding • Establishment of Umvoti Enterprise Development Agency • Agri-processing • Dairy Production and processing • Feedlots – Meat Processing- Leather Tanning. • Forestry and forestry-waste products in Umvoti; • Coordination with other spheres of government is important to maximise spin-offs from Provincial and District Level Projects.	• Stock Theft • Dilapidated Infrastructure

3.7.2.15 SUMMARY OF KEY ISSUES FOR LED

The following key issues were noted in the Umvoti LED plan, namely:

- Outside of the urban centres, levels of service provision are very poor with large backlogs.
- Where existing service levels are low, this may negatively impact on opportunities for future development and may drive entrepreneurs to areas of higher service provision.
- The economy is reliant on the primary sector with limited development of the secondary and tertiary sectors thus making is susceptible to macro -economic changes.
- There are growing unemployment levels, with areas of high unemployment and pockets of poverty occurring in the tribal areas and around the major centre.
- A population characterised by more females than males indicating a large migrant population.
- Worsening unemployment rates with time.
- Increasing numbers of dependants per economically active individuals.

- Low levels of skills across the municipality with the majority of residents possessing 'elementary' skills.
- Coordination with other spheres of government is important to maximise spin-offs from Provincial and District Level Projects.

3.7.1.16 LED CATALYTIC PROJECTS

The Local Economic Development projects for 2015/2016 financial year intend to respond to the economic development priorities as stipulated in the National, Provincial, District and Local policies and strategies such as the Provincial Growth and Development Strategy, LED Strategies, IDP. The main objective of the projects highlighted below is to enable job creation in Umvoti Municipal area of jurisdiction**.** The projects will be implemented as short term, medium term and long term. The main challenge that will delay the projects is financial constraints as the municipality has not budgeted for LED projects except for tourism marketing and CTO contribution in its 2015/2016 budget. It is clear that the municipality will rely more on government departments, government entities and other stakeholders in order to fund the projects.

Table 37: LED CATALYTIC PROJECTS

NO.	PROJECT NAME	PROJECT DESCRIPTION	ANTICIPATED RESULTS/OUTCOMES	ACTIVITIES UNDERTAKEN/TO BE UNDERTAKEN	BUDGET
1	Institutional Development	Establishment of structures/institutions that will enable all stakeholders to effectively participate in LED initiatives	- Functional LED Forum - Functional Chamber of Business - Functional Community Tourism Organisation (CTO)	- LED Forum will be held on quarterly basis - CTO has been established - Chamber of Business has been resuscitated - Establishment of Working Groups	R72 000 (CTO)
2	Cooperatives & SMMEs Enterprise Development Initiative	The project entails the provision of support to local cooperatives and SMMEs	- Functional Cooperatives - Functional SMMEs - Cooperatives Training Programme - SMMEs Training Programme	- Registration of Cooperatives has been completed for processing by EDTEA - Identification of the needs of Cooperatives & SMMEs - Training and Skills Development - Sourcing of funds	R0.00
3	Development of Informal Traders	The project entails putting in place mechanisms for supporting Informal Traders as well as provision of infrastructure for informal traders to operate	- Functional Informal Economy Chamber - Reviewed Informal Economy Policy	- Review of Informal Economy policy - Workshop Street Trading By-law - Sourcing of funds	R0.00

			- Adopted Street Trading By-law - Informal Traders Database - Vending Stalls erected	- Design and Erection of vending stalls	
4	Agricultural Development	The project entails advancement of agricultural development within the urban and rural or communal areas within Umvoti Municipality	- Agricultural Development Strategy - Feasibility reports - Business Plans	- Formulation of Agricultural Strategy - Undertake feasibility studies for agricultural related projects - Assessment of existing agricultural projects - Preparation of business plans for sourcing funds	R0.00
5	Agro-processing Project	The project entails identification and implementation of agro-processing projects within Umvoti Municipal area. The municipality is very rich in agriculture however there is less processing of products.	- Identify agro-processing projects - Implementation of agro-processing projects - Business Plans and funding	- Identify agro-processing projects - Preparation of Business Plans - Sourcing of funds for implementation - Identify Partners in order to enter into partnership with already developed businesses	R0.00

6	Strengthen and Synergise support for Land Reform Projects	The intention of this initiative is to ensure support to Land Reform Projects since they have the potential to create job opportunities and improve the overall social and economic well-being of the beneficiaries.	- Assessment report - Implementation Plan - Business Plans	- Department of Land Reform & Rural Development has already undertaken the assessment of the farms - Assessment of the farms that have not yet been assessed - Determine interventions required for each project - Preparation of an Implementation Plan - Preparation of Business Plans for funding through Recapitalisation Program	Department of Land Reform and Rural Development
7	Delivery of Physical Infrastructure	The project entails identification, prioritisation and implementation of LED projects that are linked to existing physical infrastructure	- A schedule of LED projects linked to physical infrastructure - Adoption of LED infrastructure programme - Submission of Business Plan to relevant authorities/stakeholders - Signing of Memorandum of Agreements with relevant stakeholders	- Identify LED projects, prioritise and implement projects that are linked to existing infrastructure - Identify projects which have huge LED potential but cannot be implemented immediately due to lack of physical infrastructure - Preparation of Business Plans - Sourcing of funds	R0.00

8	Develop the tourism sector/Tourism Marketing	The project entails proper marketing of Umvoti area as a preferred tourist destination and though this naturally flows investment into the community in the form of trade, tourism infrastructure and job creation	- Implementation of a Tourism Marketing Plan - Increase Visitors stay to more than 1 day - Established Tourism Information Centre - Functional Tourism Structures - Number of jobs created - Schedule of SMMEs in Tourism and their profile	- Preparation of a Tourism Marketing Plan - Establishment of a Tourism Office in Greytown - Identify and profile existing tourism resources - Undertake feasibility for new tourism ventures - Investigate opportunities in tourism value chain where SMMEs can be involved, e.g. tour guides, tour operators, etc. - Source funding	R100 000-00
9	Incentives Programme	The project entails development and implementation of an incentives programme in order to attract investment into Umvoti Municipal area of jurisdiction. The other aim of this project is to facilitate the expansion and retention of existing businesses in the area.	- Incentive Programme - Business Retention and Expansion Strategy	- Identification of tools and strategies that can be adopted in order to encourage investment flows to a specific area - Preparation of an Incentive Policy - Preparation of an Incentive Programme	R0.00

3.7.2 SOCIAL DEVELOPMENT ANALYSIS

3.7.3.1.1.1 BROAD BASED COMMUNITY NEEDS (LIMITED TO 5 PRIORITY PROJECTS PER WARD)

Table 38: Broad Based Community Needs

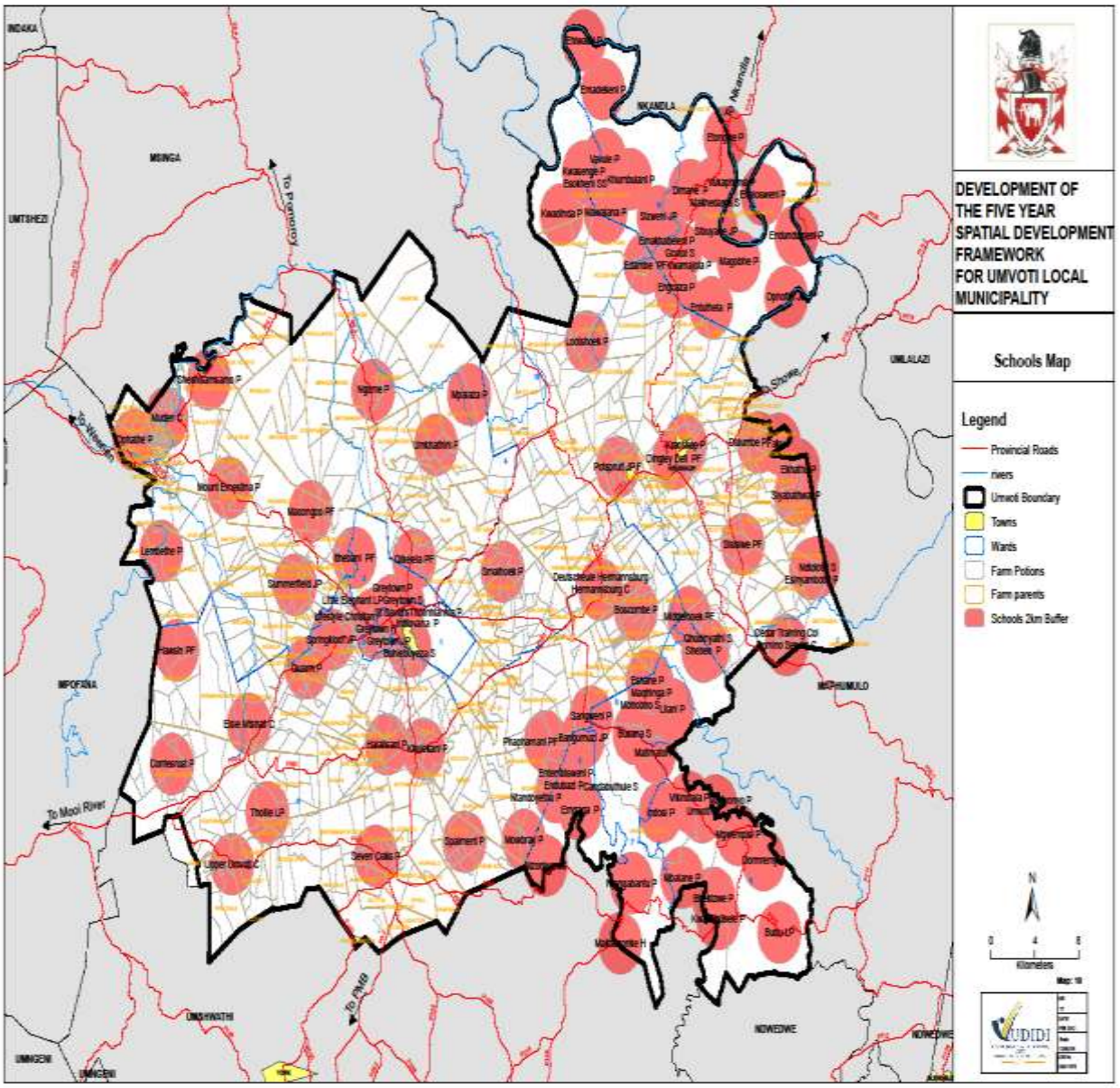
WARD PRIORITY	PROJECT NAME	WARD NO.
1	Makhazeni access road	1
2	Domrey Hall Upgrade	1
3	Bubu crèche	1
4	Hlwimbithwa Community Hall	1
5	Nculwane bridge	1
1	2000 sitter Community Hall	2
2	Matimatolo Street lights (High mast lights)	2
3	Access Roads	2
4	Mbangweni Sports field	2
5	Kwaskobho Hall and creche	2
1	Mahulula access road	3
2	Ngqayizivele access road	3
3	Valumlomo access road	3
4	Valumlomo crèche	3
5	Mdlelanto Community Hall	3
1	High Mast Street lighting	4
2	From Eshane Hall to KwaMbambo access road	4
3	From Eshane Hall to Pholani access road	4
4	Mhlazane access road upgrade (blacktop)	4
5	Lilani Community Hall	4
1	Esitikitikini Community Hall	5
2	Magwegwe Community Hall	5
3	Mthiyaqwa creche	5
4	Continuation of Dulumbe Phase 2	5
5	Nsongeni Community Hall	5
1	Mhlabathini Community Hall	6
2	Vukaphansi creche	6
3	Magobhe creche	6
4	Estulwa road upgrade	6
5	Edimane bridge	6
1	Nseleni Road Upgrade	7
2	Townlands Community Hall	7
3	Enhlalakahle Ring Road	7
4	Enhlalakahle Stadium Upgrade	7
5	Angola & France access roads	7
1	Nsundu road to Engcakini with related courseway	8
2	Esihlabeni access road	8

3	Maqwayibeni access road	8
4	Elangeni creche	8
5	Emahluzibani creche	8
1	Community Service Centre (with a crèche, computer room and sewing room)	9
2	Rehabilitation of town roads	9
3	Rehabilitation of Kelly Street Park	9
4	Upgrading of Sports Facilities	9
5	Greytown Town Beautification Project	9
1	Phasiwe crèche/hall	10
2	Phasiwe access road	10
3	Rehabilitation of Mancane Road and speed humps	10
4	Rehabilitation of Khomba road	10
5	Rehabilitation of Hospital road	10
1	Tshekane 2 Community Hall	11
2	Mbalane 1 creche	11
3	Mhlopheni creche	11
4	Tshekane 2 sports field	11
5	Macongco sports field	11

3.7.3.2 EDUCATION

Umvoti can be considered to be well provided with Primary Schools which are located within various settlements on the urban areas, rural areas and farmlands. The majority of the rural settlements are provided with secondary schools. However; there are still areas whereby the Department of Education need to intervene. The interventions can vary from assessment of conditions of schools to provision of transport for schools pupil travelling long distances.

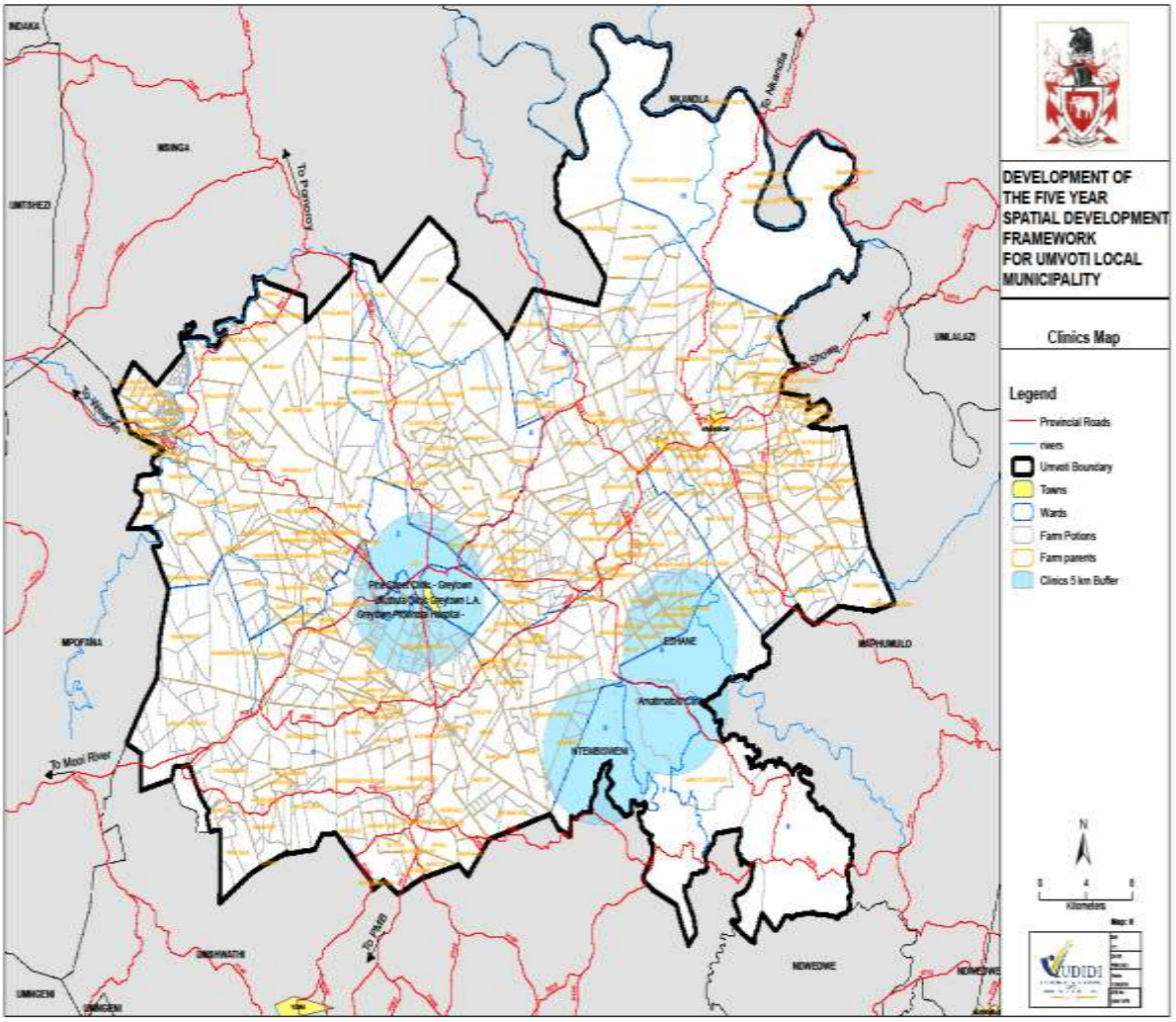
Figure 62: Schools within Umvoti Municipal area



3.7.3.3 HEALTH

The municipal area comprises of both Permanent Primary Health Facilities as well as mobile stations. The Muden Health Care Facility situated in ward 11 is currently under construction. The school health programme is currently being implemented and there is one team that is operating under school health. There are three mobile teams operating in Umvoti Municipal area with sixty (60) stopping points that are servicing a minimum of two thousand (2000) people. The challenge faced by the mobile teams relate to lack of shelters, poor road conditions and poor network coverage in outlying areas. The map below depicts the clinics in Umvoti Municipal Area.

Figure 63: Clinics in Umvoti Municipal Area



3.7.3.4 SAFETY & SECURITY

Umvoti Municipality is currently running an in-house security service that has been in operation since May 2013. The contract of the current Security Officers expired at the end of October 2014. They are now employed on month to month basis. The Security Officers have also received training as Peace Officers. An out-sourced Service Provider is responsible for armed response, alarm control, banking and to attend to emergency responses. Umvoti Municipality has four major Police Stations. In rural areas security is provided by South African Police Services (SAPS). The Community Policing Forums (CPFs) have been formed in different areas of the municipality; however these forums are not functioning. The problem for non-functionality of the CPFs is caused by a lack of training and understanding the role to be played by CPF members.

The municipality has a compliment of fifteen (15) Traffic Officers, two Superintendents and one Senior Superintendent falling under Protection Services Department who bring in

substantial income through infringement notices and the execution of Warrants of Arrest. The Municipality also works closely with the KwaZulu-Natal Road Traffic Inspectorate in order to improve the services rendered.

3.7.3.5 NATION BUILDING & SOCIAL COHESION

The National Social Cohesion Summit drafted and adopted a twelve (12) point's declaration which informed the Social Cohesion implementation or operational plan. Inter alia, the declaration resolved that South Africa has, "to convene a national social cohesion report-back and monitoring summit in 2014 when 20 years of freedom and democracy was celebrated, and thereafter at five-year intervals progress".

Various Sporting Programmes have been used widely to ensure that people of different categories are taken off the street. The old age participate in Golden Games as part of the programme to expose them to different activities they can undertake and promote healthy living lifestyles.

The main municipal focus is on youth, and they participate in all different sports codes in SALGA's Local, District and Provincial games.

For the purpose of active participation, the municipality has provided sports equipment to organized teams in all eleven municipal wards and also the KZN Department of Sports and Recreation has also assisted in providing additional sporting equipment thus ensuring that youth actively participate in sports.

Umvoti Municipal youth's active participation in sports has resulted in one of the football team from the municipal area playing in SAFA's lower league.

There are also Sports Development Hubs that were established by the Department of Art, Culture Sports and Recreation in four wards.

3.7.3.5.1 COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS

Umvoti Municipality acknowledges challenges facing vulnerable groups and community development. The Special Programmes have been identified as imperative and the municipality has established the Special Programmes Unit within the office of the Municipal Manager.

Umvoti Municipality intends formulating a Gender Equity Programme. It is envisaged that this Programme will promote the municipality where women and men have equitable access to opportunities and resources to address and meet socio-economic needs and improve the quality life of the community. In order to ensure effectiveness of the said Programme, a Gender Forum will need to be established and all municipal wards will have to be presented. This will assist the Umvoti Municipality to increase the participation of marginalised or target groups in all developmental processes.

3.7.3.5.2 YOUTH DEVELOPMENT

The Office of the Presidency is currently reviewing the implementation of the National Youth Policy 2009-2014.The draft National Youth Policy 2014-2019 has been prepared. The goal of the National Youth Policy 2014-2019 is to consolidate youth initiatives that intentionally enhance the capabilities of young people to transform the economy and society they live in by addressing their needs, promoting positive outcomes, opportunities, choices, relationships and support necessary for holistic development of all young people, and in particular, those outside the social, political and economic mainstream. This policy thus emphasizes the need for various youth development efforts and interventions to respond to the needs of young people by focusing on all aspects or spheres of their lives. It therefore goes without saying that, interventions targeting this population group should also be geared towards responding to their needs holistically.

The municipality has a challenge in ensuring that youth in all municipal wards have access to services relating to them as a result of lack of facilities promoting youth participation in various programmes. The municipality does not have an established Youth Centre or desk whereby youth access information and get assisted in accessing government opportunities. The only effective programmes where they actively participate are SALGA KZN Games.

The strengthening of relationships with the National Youth Development Agency, Small Enterprises Development Agency, Sector Education and Training Authorities will assist in youth development. Regular youth career exhibitions will play a pivotal role in dealing with youth development issues.

The municipality will formulate the Youth Programme in line with the National and Provincial priorities. Funds have been set aside to assist youth with training. There are Youth Organisations that are funded by the Provincial Department of Social Development.

3.7.3.5.3 DEVELOPMENT OF THE PEOPLE WITH DISABILITIES

Currently the municipality does not have a programme for People Living with Disability. The municipality assist the disabled on adhoc basis. However; the municipality has leased a property to the Umvoti People Living with Disability Organisation disabled free of charge for their coffin manufacturing project and other related activities. This organisation has received funds from the Provincial Department of Social Development. There are disabled people serving as ward committee members.

3.7.3.5.3.1 LEVELS OF DISABILITY WITHIN THE LOCAL MUNICIPALITY

The below table is informed by information sourced from the KZN Department of Social Development.

Table 39: types of disabilities

Type of Disability	No Difficulty	Some Difficulty	A lot of difficulty	Cannot function	Undetermined	Yet to be determined	Unspecified	Not Applicable	Total
Communication	88 393	2772	620	695	306	4520	3720	2067	103 093
Memory	85 035	5103	1539	726	333	4614	3672	2067	103 093
Self-Care	78 348	2571	701	1885	470	13127	3925	2067	103 093
Hearing	88 745	3148	642	339	175	4506	3469	2067	103 093
Sight	83 063	7859	1632	379	125	4581	3387	2067	103 093
Walking	88 226	3220	845	615	215	4391	3513	2067	103 093

The municipal programmes need to take into consideration the types of disabilities highlighted in the table above.

3.7.3.5.4 DEVELOPMENT OF THE ELDERLY

The municipality does not have a programme for the elderly people. The Provincial Department of Social Development has a sub-programme for the elderly people. The objective of the programme is to provide community based care and support to older persons. In terms of the information received from the Department, there are seven (7) organisations funded for the old age: the six are luncheon clubs and one is an Old Age Home.

3.7.3.5.5 DEVELOPMENT OF WOMEN

The municipality needs to develop a Programme for Women Empowerment. There are several programmes rendered by other government departments that the municipality need to align its programmes with. The municipality has budgeted for Women Empowerment however there is no plan of action of how these funds will be spent.

3.7.3.5.6 PEOPLE AFFECTED BY CRIME, HIV/AIDS, DRUGS, ETC.

3.7.3.5.6.1 HIV/AIDS

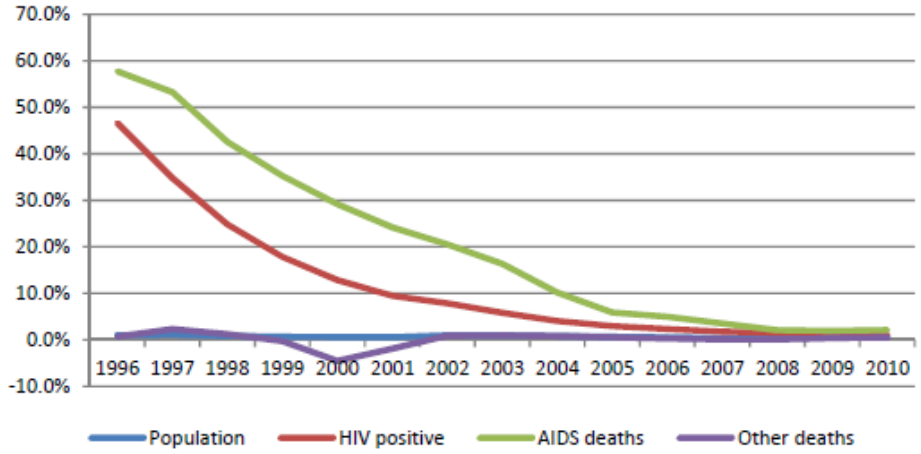
3.7.3.5.6.1.1 IMPACT OF HIV/AIDS

HIV/AIDS do have far-reaching implications for population growth in the area. Not only does it affect the growth rate, it also affects the population structure of the area. There are several areas in the municipality characterized by high concentrations of rural and poverty stricken population and where the backlogs in service provision, both social and engineering, are severe. It is anticipated that the impact of HIV/ Aids in these areas will have the most profound effect.

The Department of Social Development has funded two centres under its sub-programme: HIV/AIDS. These centres are Umvoti AIDs Centre and Bhambatha Community Care Centre.

The Department also funds the Harmony Retreat Centre under its sub-programme: Substance abuse, Prevention and Rehabilitation. This centre provides in-patient treatment to clients who have substance abuse problems. The following statistics are sourced from the Umzinyathi SDF related to the District in its entirety:

Figure 64: Change in annual rates in HIV/AIDS related variables



3.7.3.5.7 CRIME

Most crimes committed in the Greytown Cluster have been influenced by the prevalence of drugs and substance abuse. There has been increase in assault, robberies and rape cases with both victims and perpetrators being young and learners. The Sports against crime event took place recently in order to motivate learners to do away with drugs and focus on learning and sports. The stakeholders involved in organising the event were: Police, Community Policing Forum Provincial Policing Board; Department of Community Safety, Health, Education, SAFA and Ruby Union. Thirteen (13) High Schools took part in the various sporting code.

3.7.3.5.7 EARLY CHILDHOOD DEVELOPMENT

The municipality has built crèches across the eleven wards. Some of the crèches were built by other organisations. The Department of Social Development through its Early Childhood Development Sub-Programme provide grants for the crèches in order to ensure their sustainability.

3.7.3.5.8 SOCIAL DEVELOPMENT: SWOT ANALYSIS

Table 40: Social Development SWOT Analysis

STRENGTHS	WEAKNESSES
• Traffic Management, learner and motor licensing facilities are provided	• High level of crime • 24 hour Health Facilities needed • High level of illiteracy • Non-existence of a Tertiary Education Facility within Umvoti
OPPORTUNITIES	**THREATS**
• Community upliftment through education • Partnership between municipality and Traditional leadership • Provision of an FET College	• Crime • Lack of resources • Vandalism of facilities

3.8 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

3.8.1 FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

The following budget principles and guidelines directly informed the compilation of the 205/16 MTREF:

- The 2014/15 Adjustments Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2014/15 annual budget;
- Intermediate service level standards were used to inform the measurable objectives, targets and backlog eradication goals;
- Tariff and property rate increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality, for instance the cost of bulk electricity. In addition, tariffs need to remain or move towards being cost reflective, and should take into account the need to address infrastructure backlogs;
- There will be no budget allocated to national and provincial funded projects unless the necessary grants to the municipality are reflected in the national and provincial budget and have been gazetted as required by the annual Division of Revenue Act;

- An upper limit of R5 million was set for the following items and allocations to these items had to be supported by a list and/or motivation setting out the intention and cost of the expenditure which was used to prioritise expenditures:

 - Consultant Fees;
 - Furniture and office equipment;
 - Refreshments and entertainment;
 - Ad-hoc travelling; and
 - Subsistence, Travelling & Conference fees

In view of the aforementioned, the following table is a consolidated overview of the proposed 2014/15 Medium-term Revenue and Expenditure Framework:

Table 41: Consolidated Overview of the 2015/16 MTREF

R thousand	Adjustments Budget 2014/15	Budget Year 20115/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Total Operating Revenue	172 208 469	204 842 929.67	216 718 837.71	229 083 669.40
Total Operating Expenditure	185 648 997	212 158 812.00	219 187 195.14	234 842 657.62
(Surplus)/Deficit fo the year	-13 450 528	**-7 315 882**	**-2 468 357**	**-5 758 988**
Total Capital Expenditure	75 278 000	105 731 000	67 601 000	50 896 000

Total operating revenue has grown by16.6 per cent or R28.6 million for the 2015/16 financial year when compared to the 2014/15 Adjustments Budget. For the two outer years, operational revenue will increase by 3.8 per cent and 5.4 per cent respectively, equating to a total revenue growth of R47.8 million over the MTREF when compared to the 2013/14 financial year.

Total operating expenditure for the 2015/16 financial year has been appropriated at 212.2 million and translates into a budgeted deficit of R7.3 million. When compared to the 2014/15 Adjustments Budget, Operational expenditure has grown by 14 per cent in the 2015/16 budget and by 3.3 and 7.1 per cent respectively for the outer years of the MTREF.

The operating deficit for the ensuing year amounts to R7.3 million and decreases in the two outer years to R2.4 million and 5.8 million respectively by 2017/18.

The budget deficit over the MTREF can be attributed to the budgeted on non-cash items that need to be factored on the tariff of charges which are as follows:

Table 42: non- cash items

	2015/16	2016/17	2017/18
Depreciation	R24.9 million	R25.1 Million	R27.4 Million
Debt Impairment	R2.7 million	R1.5 million	R1 Million

The capital budget of R105.7 million for 2015/16 is 40.5 per cent more when compared to the 2014/15 Adjustment Budget. This increase is attributed to the proposed construction of office block, the upgrade of a testing station and the procurement of heavy duty equipment with anticipated borrowing of R30 million to fund these projects. The proposed loan will be entered into in consultation with the public and as per the requirements of section 46 of the MFMA.

Greytown forms part of the small town rehabilitation and acceptance has been provided by CoGTA, funding has been appropriated in this budget of the value of R10 million. The funds were received in March 2015. The funds are rolled over due to time constraint for the completion of the projects funded by the grant.

3.8.1.1 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

Contracted services are primarily high due to shortage of skills within the municipality. The municipality does not have an established Project Management Unit with the proper technical skills to undertake the capital projects. Technical Services Department relies heavily on consultants for both preliminary studies and implementation of the projects.

3.8.1.2 INDIGENT SUPPORT (INCLUDING FREE BASIC SERVICES)

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy. Educational programs need to be developed to encourage the indigent to register.

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act. Hundred Per cent (100%) rebate will be granted to registered indigents in terms of the Indigent Policy. Registered indigents will again be granted 50 kWh per 30-day period free of charge.

3.8.1.3 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

The Municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. One such strategy is to conduct a meter sweep to ensure that all meters are functioning and that accurate accounts are sent out. Furthermore, the Municipality has undertaken various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring a people lead government.

For Umvoti Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the Municipality and continued economic development;
- Efficient revenue management, which aims to ensure a 80 per cent annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

3.8.1.4 MUNICIPAL CONSUMER DEBT POSITION

The Collection Policy as approved by Council is currently under review. While the adopted policy is credible, sustainable, manageable and informed by affordability and value for money there has been a need to review certain components to achieve a higher collection rate. Some of the possible revisions will include the lowering of the credit periods for the down payment of debt. In addition emphasis will be placed on speeding up the indigent registration process to ensure that credit control and debt collection efforts are not fruitlessly wasted on these debtors.

Most of the indigents within the municipal area are unable to pay for municipal services because they are unemployed. The Integrated Indigent Exit Programme aims to link the registered indigent households to development, skills and job opportunities. The programme also seeks to ensure that all departments as well as external role players are actively involved in the reduction of the number of registered indigent households.

The 2014/15 MTREF has been prepared on the basis of achieving an average debtors' collection rate of 80 per cent on current billings. In addition the collection of debt in excess of 90 days has been prioritised as a pertinent strategy in increasing the Municipality's cash levels. In addition, the potential of a payment incentive scheme is being investigated and if found to be viable will be incorporated into the policy.

3.8.1.5 GRANTS & SUBSIDIES

Transfers recognised – operating includes the local government equitable share and other operating grants from national and provincial government. It needs to be noted that in real terms the grants receipts from national government are growing rapidly over the MTREF by 69.4 per cent and by an average of 5 per cent over the two outer years. The percentage share of this revenue source declines due to the more rapid relative growth in service charge revenues.

Table 43: Operating Transfers and Grant Receipts

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
RECEIPTS:									
Operating Transfers and Grants									
National Government:	31 240	38 762	44 262	51 798	51 798	51 798	87 905	92 069	93 209
Local Government Equitable Share	30 040	36 522	41 962	49 358	49 358	49 358	85 271	89 352	90 391
Finance Management	1 200	1 450	1 500	1 550	1 550	1 550	1 700	1 750	1 800
Municipal Systems Improvement		790	800	890	890	890	934	967	1 018
Integrated National Electrification Programme									
Provincial Government:	16 273	18 372	2 672	830	830	830	1 260	1 329	1 620
Health subsidy	1 183	1 620							
Sport and Recreation	525		150						
Cogta Grants-Provincial	14 565	16 752	2 522	830	830	830	1 260	1 329	1 620
District Municipality:	–	–	–	–	–	–	–	–	–
Other grant providers:	–	–	–	–	–	–	–	–	–
Total Operating Transfers and Grants	47 513	57 134	46 934	52 628	52 628	52 628	89 165	93 398	94 829

Operational Grants Transfers amounts to R87 million and contributes 43 percent towards the Operating Revenue budget in 2015/16. The Transfers decrease slightly to R85.2 million in 2016/17 and R84.5 million in 2017/18. The following table gives a breakdown of the various grants and subsidies allocated to the municipality over the medium term.

The Provincial Government Grants breakdown is as follows as per Provincial Gazette No.1340 dated 19 March 2015 allocations for the 2015/16 budget year

- Community Library Services R179 000
- Museum Subsidy R175 000
- Transfer of Libraries R907 000

3.8.1.6 MUNICIPAL INFRASTRUCTURE ASSETS & MAINTENANCE

A proxy for asset consumption can be considered the level of depreciation each asset incurs on an annual basis. Preserving the investment in existing infrastructure needs to be considered a significant strategy in ensuring the future sustainability of infrastructure and the Municipality's revenue base. Within the framework, the need for asset renewal was considered a priority and hence the capital programme was determined based on renewal of current assets versus new asset construction.

Further, continued improvements in technology generally allows many assets to be renewed at a lesser 'real' cost than the original construction cost. Therefore, it is considered prudent to allow for a slightly lesser continual level of annual renewal than the average annual depreciation. The Asset Management, Infrastructure and Funding Policy is therefore considered a strategic guide in ensuring a sustainable approach to asset renewal, repairs and maintenance and is utilised as a guide to the selection and prioritisation of individual capital projects. In addition the policy prescribes the accounting and administrative policies and procedures relating to property, plant and equipment (fixed assets).

Table 44 below contained information on the municipal asset management.

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Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
CAPITAL EXPENDITURE									
Total New Assets	7 528	12 003	3 473	49 146	55 321	–	103 665	52 501	40 836
Infrastructure - Road transport	2 851	–	–	30 752	30 752	–	36 570	27 501	28 836
Infrastructure - Electricity	1 076	–	–	14 705	19 830	–	33 000	25 000	12 000
Infrastructure - Water	–	–	–	–	–	–	–	–	–
Infrastructure - Sanitation	–	–	–	–	–	–	–	–	–
Infrastructure - Other	–	–	–	–	–	–	–	–	–
Infrastructure	*3 927*	–	–	*45 457*	*50 582*	–	*69 570*	*52 501*	*40 836*
Community	93	3 766	–	3 639	3 639	–	4 080	–	–
Heritage assets	–	–	–	–	–	–	–	–	–
Investment properties	–	–	–	–	–	–	–	–	–
Other assets	3 508	8 238	3 473	50	1 100	–	30 015	–	–
Agricultural Assets	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–
Intangibles	–	–	–	–	–	–	–	–	–
Total Renewal of Existing Assets	4 772	27 272	26 904	3 770	19 957	–	–	–	–
Infrastructure - Road transport	3 427	25 646	24 850	–	10 000	–	–	–	–
Infrastructure - Electricity	–	797	1 960	–	–	–	–	–	–
Infrastructure - Water	–	–	–	–	–	–	–	–	–
Infrastructure - Sanitation	–	–	–	–	–	–	–	–	–
Infrastructure - Other	–	–	–	–	–	–	–	–	–
Infrastructure	*3 427*	*26 443*	*26 809*	–	*10 000*	–	–	–	–
Community	1 345	253	95	250	250	–	–	–	–
Heritage assets	–	–	–	–	–	–	–	–	–
Investment properties	–	–	–	–	–	–	–	–	–
Other assets	–	576	–	3 520	9 707	–	–	–	–
Agricultural Assets	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–
Intangibles	–	–	–	–	–	–	–	–	–
Total Capital Expenditure									
Infrastructure - Road transport	6 278	25 646	24 850	30 752	40 752	–	36 570	27 501	28 836
Infrastructure - Electricity	1 076	797	1 960	14 705	19 830	–	33 000	25 000	12 000
Infrastructure - Water	–	–	–	–	–	–	–	–	–
Infrastructure - Sanitation	–	–	–	–	–	–	–	–	–
Infrastructure - Other	–	–	–	–	–	–	–	–	–
Infrastructure	*7 354*	*26 443*	*26 809*	*45 457*	*60 582*	–	*69 570*	*52 501*	*40 836*
Community	1 438	4 019	95	3 889	3 889	–	4 080	–	–
Heritage assets	–	–	–	–	–	–	–	–	–
Investment properties	–	–	–	–	–	–	–	–	–
Other assets	3 508	8 813	3 473	3 570	10 807	–	30 015	–	–
Agricultural Assets	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–
Intangibles	–	–	–	–	–	–	–	–	–
TOTAL CAPITAL EXPENDITURE - Asset	12 299	39 275	30 377	52 916	75 278	–	103 665	52 501	40 836

The above table indicates the total capital expenditure budgeted over the MTREF and Asset register value after incorporating the budgeted capital expenditure and depreciation on the municipal assets.

3.8.1.7 CURRENT & PLANNED BORROWINGS

Umvoti Municipality rural area has a backlog on electrification. The saddest realisation that after 20 years of democracy there are households without access to electricity. National Treasury has approved front loading loan of R45 million for the two outer years allocations of

the MTREF. The funds will be obtained from DBSA at an interest rate of 9 per cent. These funds will assist in fast tracking the electrification project which is estimated to benefit 4 000 households.

The municipality as part of the 2015/16 budget has planned to obtained a loan amounting to R30 million, of which, R15 million will be allocated to purchase of service delivery equipment for the grading and maintenance of municipal roads. The other R15 million has been targeted to upgrade municipal testing station and to build new municipal building.

3.8.1.8 MUNICIPALITY'S CREDIT RATING

No credit rating has been done.

3.8.1.9 EMPLOYEE RELATED COSTS (INCLUDING COUNCILOR ALLOWANCES)

The budgeted allocation for employee related costs for the 201516 financial year totals R83 million, which equals 37.5 per cent of the total operating expenditure. The Employee related cost has increased by 37.2 per cent when compared with the 2014/15 adjusted budget. The increase is due to the decision taken by council during 2014/15 financial year to appoint the month to month employees as permanent and to reward long serving employees into higher positions as per the municipal Placement Policy.

Senior Management salaries were not increased in the budget following the CoGTA recommendation that senior management salaries be curbed until an agreement is reached between the department and the parties concerned.

The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the Municipality's budget.

The following table is a high level summary of the 2015/16 budget and MTREF (classified per main type of operating expenditure):

Table 45: Summary of 2015/16 Budget and MTREF

Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Expenditure By Type											
Employee related costs	2	34 671	40 809	46 069	71 856	60 500	60 500	–	83 011	83 249	86 666
Remuneration of councillors		4 668	6 488	6 868	6 320	7 820	7 820		8 484	8 909	9 354
Debt impairment	3	9	3 532	464	4 325	2 700	2 700		2 700	1 500	1 000
Depreciation & asset impairment	2	16 823	17 560	19 425	21 543	21 973	21 973	–	21 402	22 585	23 627
Finance charges		23	16						1 364	1 239	1 127
Bulk purchases	2	29 004	31 537	32 856	41 000	41 000	41 000	–	46 838	53 162	60 073
Other materials	8								243	260	274
Contracted services		11 938	13 239	10 628	13 383	10 201	10 201	–	16 616	16 038	16 558
Transfers and grants		1 103	1 268	2 322	42 544	911	911	–	2 400	2 529	2 671
Other expenditure	4, 5	28 649	30 993	36 538	25 383	40 544	40 544	–	29 099	29 717	33 493
Loss on disposal of PPE											
Total Expenditure		**126 889**	**145 442**	**155 168**	**226 353**	**185 649**	**185 649**	**–**	**212 159**	**219 187**	**234 843**

3.8.1.10 SUPPLY CHAIN MANAGEMENT (SCM)

There is an existing supply chain unit and there is Manager employed to render supply chain services. The Supply Chain Management Policy was adopted by Council. The supply chain committees have been established (Bid Specification, Bid Evaluation and Bid adjudication) and are functional.

3.8.1.11 KEY FINANCIAL CHALLENGES

The main challenges experienced during the compilation of the 2015/16 MTREF can be summarized as follows:

- The on-going difficulties in the national and local economy;
- Aging and poorly maintained roads and electricity infrastructure;
- The need to reprioritize projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality;
- The increased cost of bulk electricity (due to tariff increases Eskom), which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable - as there will be point where services will no-longer be affordable;
- Wage increases for municipal staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies;
- Additional staff request from management without any due diligent studies being conducted and the establishment of a security and disaster section.

- Affordability of capital projects – original allocations had to be reduced and the operational expenditure associated with prior year's capital investments needed to be factored into the budget as part of the 2014/15 MTREF process; and
- Availability of affordable capital/borrowing.
- The restructuring of the organization.
- Obtaining council resolutions as there is a continuous walk out by Councillors.
- Poor prioritization of projects.

3.8.2 FINANCIAL VIABILITY & MANAGEMENT: SWOT ANALYSIS

Table 46: Financial Viability and Management SWOT analysis

STRENGTHS	WEAKNESSES
• Unqualified audit opinion in 2013/14 financial year • Fully Functional, efficient and independent Internal Audit services • Functional Audit Committee • Established MPAC • Implementation of the new financial system which is SCOA complaint.	• Overspending on operational budget • Under-spending on capital budget • Financial weakness • Irregular and Wasteful expenditure (noncompliance with SCM Procedures • Critical vacancies not filled
OPPORTUNITIES	**THREATS**
• Operation Clean audit 2016 • Revenue enhancement strategies • Development of charts of accounts	• Bankruptcy • Non-payment for Services

3.9 GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

3.9.1 2014/15 IDP REVIEW MEC COMMENTS

The Final 2014/15 IDP Review was adopted by Council in June 2015, and submitted to the Department of Co-operative Governance and Traditional Affairs early July 2014 for consideration. The Department of Co-operative Governance and Traditional Affairs provided the following comments on the final 2014/15 IDP Review to be addressed as part of the 2015/16 IDP Review. The municipality has developed an action plan to address the comments, and is presented as follows:

Table 47: 2014/15 IDP Review Action Plan

KEY PERFORMANCE AREA	MEC COMMENTS	2015/2016 ACTION PLAN	RESPONSIBILITY
Municipal Transformation and Organisational Development	The Municipality is encouraged to consider building capacity in terms of environmental management as part of the restructuring The municipality is encouraged to finalise Human Resources Strategy, which should be a guide to the finalization of organogram Progress is noted with the Employment Equity Plan and you are encouraged to have this finalised and reported on by the next IDP review Develop ICT Governance Framework and Strategy	The position will be budgeted for in the 2016/17 financial year The municipality will develop the Human Resource Strategy in consultation with COGTA. The Employment Equity Plan was adopted by Council. The ICT Governance Framework is currently being developed and will be implemented in the 2015/16 financial year.	Corporate Services

	In keeping with the legislative developments in the country, the district municipality is hereby advised that it needs to take cognisance of the requirements of the Spatial Planning and Land Use Management Act 2013 (SPLUMA), in respect of institutional arrangements and budget requirements for its implementation.	The municipality resolved to join the District Shared Services in order to ensure that it is in line with the institutional arrangements of SPLUMA. The Shared Services contribution is budgeted for in the 2015/2016 financial year.	Planning & Economic Services
Local Economic Development	LED capacity need to be prioritised. Capacity building for LED is very crucial for the programs and project implementation. Funding strategy is needed for LED catalytic projects. The LED Strategy has given limited focus to Social development strategy and implemented program.	The LED/Tourism Officer has been appointed as means of addressing the capacity challenge. The implementation plan of the catalytic project will be prepared in consultation with government departments, entities as well as other stakeholders. The LED Strategy will be reviewed in the 2015/16 financial year in order to ensure that all programmes are covered. The Special Programmes Unit has been established. The Special	MM's Office & Planning & Economic Services

	There are no pronounced projects for vulnerable groups as well as job creation	Projects are budgeted for in the 2015/2016 financial year.	
Basic Service Delivery	You are requested to indicate road status spatially in relation to the entire network within the municipality. You are encouraged to list and map the Community Service Centres. The Housing Sector Plan was adopted in 2013; however the backlogs that emanated from the plan is not reflected in the IDP	The map showing the roads in the municipal area has been included in the 2015/16 IDP. The Community Facilities Map has been included in the 2015/2016 IDP. The Housing Plan has been reviewed internally and backlogs have been included in the 2015/16 IDP.	Technical Services & Planning & Economic Services
Financial Viability and Management	Municipality not robust in its approach to deal with revenue enhancement timeously. There is limited information provided as to whether the municipality has adopted a revenue enhancement strategy. Advise to adopt simplified revenue strategy that COGTA has developed and implement it immediately in order to pave a	The comments are noted and the issues raised will be addressed in the 2015/16 financial year. The municipality will engage with COGTA in order to ensure that a simplified revenue strategy is in place.	Finance

	way for sustainable revenue protection plan.		
Good Governance	Implementation of the Terms of Reference for IGR Structures Expedite the development, adoption and implementation of the Communication Strategy. Municipality is encouraged to establish its own Internal Audit function capacity. Expedite the adoption and implementation of all municipal policies. Report in detail on the status and functionality of both MPAC and the Portfolio Committees in the next review	The municipality will ensure that terms of reference for all IGR Structures are prepared and implemented in the 2015/16 financial year. The Draft Communication Strategy has been prepared. The Internal Audit Assistant position has been advertised in order to ensure that the incumbent works with The MPAC and Portfolio Committees have been established. The report is given under Good Governance Section of this IDP.	All Departments MM's Office MM's Office
Cross Cutting Interventions	Municipality need to focus on the development of a clear indication on public consultation process, a Capital Investment Framework (CIF) and a Strategic Environmental Assessment (SEA) Consider the elements of the SIP – 18 of the National Infrastructure Plan.	The comment is noted and the issues have been addressed in the 2015/16 IDP.	Planning & Economic Services and Technical Services

	Municipality to develop policy guidelines for the protection of valuable or high potential agricultural land in its areas of jurisdiction in compliance with SPLUMA.	The policy guidelines will be developed in consultation with relevant departments. The municipality will engage with COGTA and Department of Land Reform and Rural Development in order to ensure that SPLUMA requirements are met.	
	The situational analysis must identify and prioritize high value agriculture land.	The comment has been addressed in the 2015/16 IDP.	
	Soil and vegetation surveys need to be conducted in strategic areas where more detail is required for specific delivery programmes in the SDF and IDP	The comment is noted and will be assistance will be requested from relevant departments as the municipality does not have capacity to undertake the surveys.	Community Services
	The IDP must reflect applicable Disaster Management Plans with reference to risk profiling, risk reduction, institutional capacity and response to disaster incidents	The comment is noted and Disaster Management Plans are included in the 2015/16 IDP.	
	Prioritise the finalisation and adoption of the municipal comprehensive disaster management plan.	The Comprehensive Disaster Management Plan has been adopted by Council.	

	The budget allocated for the Disaster Risk Reduction (DRR) Profile programs and projects be aligned to the Risk Disaster Profile.	The Disaster Management is budgeted for in the 2015/2016 budget.	

3.9.2 GOOD GOVERNANCE ANALYSIS

3.9.2.1 NATIONAL AND PROVINCIAL PROGRAMMES AT MUNICIPAL LEVEL

3.9.2.1.1 OPERATION SUKUMA SAKHE (OSS)

The Umvoti OSS Local Task Team was re-established in June 2014. It comprises of a Chairperson, Deputy Chairperson, Secretary, Deputy Secretary and three additional members. Government departments and the municipality also play a major role in ensuring that this programme is effective and beneficial to its residents. War rooms have been established in all the eleven (11) wards and the municipality has renovated community halls as Service Centres. These Service Centres are used as War Rooms whereby all issues affecting residents (such as poverty related, abuse, service delivery issues, etc) are reported. The Councillors' offices are also catered for in the Service Centres in order to ensure functionality of these centres. The availability of the Councillors close to the communities will also assist in ensuring access to Council services and information.

The Manager Committee Administration for Umvoti Municipality has been tasked to overseer the functioning of the centres and monitor the effectiveness of the services rendered in these centres.

The key challenges associated with OSS are as follows:

- Minimal participation of government departments on Operation Sukuma Sakhe (OSS) war rooms and at OSS Local Task team meetings thus resulting in the delay in the execution of interventions.

- Lack of commitment and poor attendance from ward champions regarding local task team meetings.

3.9.1.1.2 HOUSING CONSUMER EDUCATION

The Housing Consumer Education Programme is meant to educate and empower housing consumers with regard to legislation and to support housing programmes and strategies, including housing delivery. The programme also assist housing consumers to understand their rights and responsibilities, the various housing options available, how to apply, home ownership rights and obligations, financial literacy with regard to housing, tenant rights and so on.

The Provincial Department of Human Settlements have rolled out this programme in Umvoti Municipal Area in the previous financial year. The municipality intends rolling out this programme in future as there are housing projects in planning phase. The municipality has also been approached by the Built Environmental Support Group (BESG) which is also offering housing support to municipalities.

3.9.1.1.3 COMMUNITY BASED PLANNING

The municipality intends rolling out the CBP programme in its all municipal wards. The municipality attempted to rollout this plan in the 2013/14 financial year but it was not successful due to lack of human and financial resources. It is anticipated that the project will be rolled out in the 2015/16 financial year through the Municipal Systems Improvement Grant. It is felt that the programme will improve participation of communities in the IDP process.

3.9.2.2 IGR

3.9.1.2.1 INTERGOVERNMENTAL RELATIONS (IGR) STRUCTURES

The Intergovernmental Relations Framework Act (13 of 2005) specifies the IGR structures that a municipality must participate in. The following summarises the IGR structures that the Umvoti municipality participates in.

3.9.1.2.2 UMZINYATHI DISTRICT COORDINATING FORUM

The uMzinyathi District Municipality has established an intergovernmental forum as required by the said act which called the uMzinyathi District Coordinating Forum. On the 30 November 2007, the district family of municipalities signed the intergovernmental relations protocol, rules and procedures. The objective of the forum is to promote and facilitate intergovernmental relations and co-operative governance between the district and local municipalities, the forum meets on quarterly basis and is functioning properly.

A technical support structure has also been established which serves to provide technical support to the District Coordinating Forum and implement their resolutions. Members of the technical support structure include the Municipal Managers of the district family of municipalities, or officials designated by them and it also meets on quarterly basis and is functioning properly.

3.9.1.2.3 THE UMZINYATHI PLANNING AND DEVELOPMENT FORUM

The uMzinyathi District Municipality established a Planning and Development Forum with the purpose of the forum being to co-ordinate planning and development within uMzinyathi District by ensuring:

- Improved and continued communication amongst the various planning practitioners in the district, and
- That planning and development within the District is undertaken in a holistic way and that it takes place within the framework of all Municipalities' Integrated Development Plans.

The membership of the forum comprises of officials from the DM and LM's under the following components, namely:

- IDP Managers;
- Town Planners;
- LED Managers/Officers;

- GIS Officers; and
- Representatives from the Department of Cooperative Governance and Traditional Affairs.

3.9.2.3 MUNICIPAL STRUCTURES

3.9.2.3.1 MANAGEMENT COMMITTEE (MANCO)

The municipality has established a management committee that sits on a weekly basis. The main purpose of this committee is to deliberate on administrative issues that are focused on service delivery and operational management of the municipality.

3.9.2.3.2 PORTFOLIO COMMITTEES

Portfolio committees has been established in terms of Section 79 and 80 of the Local Government Municipal Structures Act, (act 117 of 1998). The Portfolio Committees have been established as follows:

The Section 79 Committee that has been established is the Municipal Public Account Committee (MPAC).

Four Section 80 Committees, which are Council Portfolio committees have been established as follows:

- Governance, Finance and Corporate Services Portfolio Committee,
- Planning and Economic Services Portfolio Committee,
- Technical Services Portfolio Committee,
- Community Services Portfolio Committee

The Councillors have been work shopped by COGTA on the roles and responsibilities of the abovementioned committees. The terms of references for all Committees has been prepared. The Municipal Public Account Committee (MPAC) is functional. The Technical Services Portfolio Committee as well as the Planning and Economic Services Portfolio Committee are functional.

3.9.1.3.3 WARD COMMITTEES

Ward committees were fully established in January 2012. Training thereof only commenced in February 2013 and was completed in June 2013. The delay in training of ward committees was due to financial constraints. Ward Committee certificates where handed over in September 2014. Twenty (20) vacancies of ward committee members were declared in the respective wards due to resignations and deaths. Elections were held in the respective wards and all the vacancies were filled as at end of February 2015.Training is being arranged for the 20 newly elected Ward Committee members. Ward Committees are functional and meetings are taking place on monthly basis.

3.9.1.3.4 IDP_LED PLANNING TECHNICAL COMMITTEE

The IDP_LED Planning Technical Committee was established with the intention of strengthening working relations, alignment of development initiatives and the formulation of district wide programme of cooperation based on specific areas of expertise and competencies.

The aim of the IDP_LED Planning Technical Committee is:

- Finding a district wide development vision;
- Consolidation and alignment of programmes and budgets;
- Unifying the channelling of both private and public sector investments;
- Combating socio-economic ills in a strategic and coordinated manner; and
- Put forward a plan of action that will enjoy political buy-in at all levels.

The first IDP_LED Planning Technical Committee for Umzinyathi District Municipality was held on the 12 November 2014. The need of the committee of this nature was due current challenges facing the District relating to the implementation of IDP programmes and projects that proved to be the constant threat to the realization of the broader municipal goals. To this end it has been noted with concern that the comprehensive nature of planning has been undermined by the lack of participation from other sector departments and lack of partnership towards implementation of key programmes.

The following departments and municipalities were present at the IDP_LED Technical Committee:

- Department of Cooperative Governance & Traditional Affairs;
- KZN Agriculture, Environmental Affairs and Rural Development;
- Department of Human Settlements;
- Umvoti Municipality;
- Msinga Municipality.

The second IDP_LED Planning Technical Committee for Umzinyathi District Municipality was held on the 12 March 2015. The following Departments and municipalities were present at the IDP_LED Planning Technical Committee, and they are as follows:

- Department of Cooperative Governance & Traditional Affairs;
- Department of Rural Development & Land Reform;
- KZN Agriculture, Environmental Affairs and Rural Development;
- Eskom;
- Endumeni Municipality;

- Nquthu Municipality;
- Umvoti Municipality

3.9.2.4 AUDIT COMMITTEE

The municipality has appointed Ntsidi and Associates as a Service Provider overseeing the internal audit function. The Audit Committee and Performance Audit Committees have been established in order to assist the municipality with the oversight role. The Audit Committee and Performance Audit Committees are responsible for the following functions:

- financial audits,
- performance audit,
- advise on effective governance; and
- advise on matters referred by municipality

3.9.2.5 STATUS OF MUNICIPAL POLICIES

The policies highlighted in Table 45 below have been prepared by the municipality and are in the process of being approved by the Council:

Table 48: Status of Municipal Policies

No.	POLICIES	PROGRESS
1.	Rates Policy	Approved annually to be reviewed as part of budget process
2.	Supply Chain Management	Slight Amendment on the 06th February 2014
3.	Fraud Prevention Policy	Approved UMS 62(2) DD 12/2/2009
4.	Credit Control and Debt Collection Policy	Approved annually to be reviewed as part of budget process
5.	Tariff Policy	Approved annually to be reviewed as part of budget process
6.	Risk Management Framework	Risk Management policy approved, UMS 150(15) DD 28/3/2013 To be reviewed annually
7.	E-mail Registry Policy Records Management Policy	Approved – to be reviewed

8.	Study Aid Policy	In draft format
9.	Placement Policy	In draft format
10.	Subsistence and Travelling Policy	Approved ums 62(2) 12/2/2009 Needs to be reviewed
11.	Roles and Responsibilities of Political Structures, Political Office Bearers and Municipal Manager for Municipal Officials	Approved
12.	Recruitment, Selection and Appointment Policy	Approved UMS 62(2) DD 12/2/2009 Needs to be reviewed.
13.	Overtime Policy	Approved UMS 62(2) DD 12/2/2009 Needs to be reviewed.
14.	Informal Economy Policy	Approved
15.	Umvoti Immovable Property Disposal Policy Framework	Approved
16.	Communication Policy	Awaiting Council Approval
17.	Intoxicating and substance abuse policy	Awaiting Council Approval
18.	Relocation Policy	Awaiting Council Approval
19.	Nepotism Policy	Awaiting Council Approval
20.	Transfer Policy	Awaiting Council Approval
21.	Retention Policy	Awaiting Council Approval
22.	Funeral Policy	Awaiting Council Approval
23.	Employment Equity Plan	Awaiting Council Approval

3.9.2.6 MUNICIPAL RISK MANAGEMENT

The Municipal Risk Management Policy was approved by Council. The Risk Management Committee members have been appointed, however this Committee has not been trained and is not functional.

3.9.2.7 MUNICIPAL BYLAWS

The by-laws in table 50 below have been prepared and some promulgated:

Table 49: Municipal By-Laws

No.	BY-LAWS	PROGRESS
1.	Credit Control and Debt Collection by-laws	Promulgated – 26 July 2013
2.	Rates by-laws	Promulgated - 26 July 2013
3.	Tariff Policy by-laws	Promulgated - 26 July 2013
4.	Credit Management	Promulgated - 26 July 2013
5.	Umvoti Building Control by-laws	In draft format
6.	Umvoti Street Trading by-law	In draft format
7.	SPLUMA by-law	In draft format

3.9.3 PUBLIC PARTICIPATION ANALYSIS

In terms of chapter 4, Section 16(1)(a)(iv) of the Local Government Municipal Systems Act, municipalities are required to develop a culture of public participation and consult their respective communities on developmental issues.

The following mechanisms have been utilised for public participation when reviewing the 2015/2016 IDP.

- **IDP Representative Forum (IDP RF):** This forum includes all interested and affected stakeholders within Umvoti such as ward committees, government departments, Non-Government Organisations (NGOs) and Community Based Organisations (CBOs).

- **Media:** The municipality also made use of the local newspaper to inform the public on the process of the IDP/Budget review and schedule of public participation meetings such as IDPRF and community road shows.

- **Ward Committees:** Umvoti established ward committees for all the eleven wards. The ward committees participated fully during the IDP review process through the IDPRF meeting and IDP/Budget road shows.

- **IDP/Budget Road shows:** Umvoti Local municipality has undertaken the IDP public consultation process from 07 April 2015 to 18 May 2015.This process has beeen conducted in all the eleven wards.

The municipality has appointed an Administration Manager and placed an incumbent as Head: Public Participation and these incumbents are responsible for public participation. Amongst other things, this incumbent is responsible to ensure that ward committees, Service Centres, and structures related to public participation are fully functional.

3.9.4 GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS

Table 50: Good Governance and Public Participation SWOT Analysis

STRENGTHS	WEAKNESSES
• Mayors regular meetings with the community • Operation Sukuma Sakhe • Trained ward committees • Strong relationship with traditional authorities	• No regular ward meetings • Non-existence of portfolio committees • Ineffective IGR • Ineffective consultations with stakeholders • No programmes addressing the needs of special groups
OPPORTUNITIES	**THREATS**
• Community Based Planning	• Poor participation of community members

3.10 COMBINED SWOT ANALYSIS

Table 51: Combined SWOT Analysis

STRENGTHS	WEAKNESSES
• Umvoti Municipality is located at the edge of the Midlands area, which is renowned for its high agricultural potential and high value outputs • Location along R33 and approximately 75 km from Pietermaritzburg • Strong natural resource base • Eco-Tourism (Lake Merthley, Ngome, etc) • Cultural Tourism (Historical Heritage) • Risk Management policy in place • Fraud and Corruption policy in place • MFMP Training for Senior Management • Unqualified audit in 2012/13 financial year • MIG Funding • Land availability (Mondi plantation) • Traffic Management, learner and motor licensing facilities are provided • Disaster Policy Framework in place • Established Disaster Management Unit • Risk assessment conducted • Functional Audit Committee • Operation Sukuma Sakhe • Trained ward committees	• Dispersed low-density settlement pattern in traditional council areas, making the provision of physical and social infrastructure (roads, water, electricity, clinics, schools, and police stations), and the costs of installing, maintaining and operating infrastructure very high. • Steep river valleys and hilly terrain, which create obstacles to accessibility, and limits the extent of agricultural production. • Weak road and communication linkages exacerbated by hilly topography, with few tarred surfaces and few bridges across rivers. • Poor management of the natural environment as a prime asset and resource base for the municipality. • Political instability • Integrated information System not In place Financial constrains • Council resolutions not efficiently implemented • Policies not fully implemented • Skills Development Policy not fully implemented • Low number of staff trained per year • No staff support programmes in place (i.e. Employee Assistance Programme) • Lack of human and financial capacity • Poor planning • Continuous changes in strategic priorities • Dilapidated infrastructure • Unspent MIG funding • Unexploited economic Opportunities • Ineffective IGR • High rate of unemployment • Low levels of skills across the municipality with the majority of residents possessing 'elementary' skills. • High level of crime

• Strong relationship with traditional authorities	• 24 hour Health Facilities needed • Non-existence of a Tertiary Education Facility within Umvoti • Overspending on operational budget • Under-spending on capital budget • Wasteful expenditure (noncompliance with SCM Procedures) • Critical vacancies not filled • No regular ward meetings • Non-functionality of portfolio committees • Ineffective consultations with stakeholders • No programmes to address the needs of special groups
OPPORTUNITIES	**THREATS**
• Rural Housing Projects to address issues of densification. • Upgrade of R33 presents a major opportunity for tourism activities • Mark all occurrences of rare and endangered species (GPS) (especially vegetation) and follow up its existence in following years • A program to cultivate rare and endangered vegetation species should be initiated and the community should be included. • An inventory of popular medicinal plants must be drawn up and efforts to commercially produce these species must be encouraged. • Developments should be avoided in areas that contain Red Data Species. • Compile guidelines for the protection of all wetland areas • Co-ordinate activities of water users and of water management institutions within its water management area. • A greening‘ programme in urban and rural areas to provide shade, erosion protection, and beautification • Strengthen relations with other disaster institutions • Alignment of programmes and projects for disaster relief • Implementation of the Umvoti disaster management Policy Framework. • Establishment of Umvoti disaster risk management committee or advisory forum	• High cost of infrastructure and Financial constraints • Loss of indigenous vegetation. • Reduced water resource through alien invasive vegetation. • Increased risk of flooding • Increased soil erosion • Wetland destruction or drainage, • low patterns, and groundwater abstraction • Reduced vegetation cover leading to reduced primary productivity and land carrying capacity • Over grazing • Uncontrolled veld fires • Wood burn • Lack of capacity to deal with disasters • Disaster management Unit is still new • Unpredicted weather conditions as a result of climate change • Non-existence of Umvoti disaster risk management committee or advisory forum • Priority disaster risks affecting the municipality are not mapped. • Risk Reduction Plan not aligned with the IDP • Financial constraints • Climate change • Financial constraints • Low skilled staff • Political instability • Climate change • Shortage of water • Stock Theft • Dilapidated Infrastructure

• Mapping of priority disaster risks affecting the municipality. • Alignment of Risk Reduction Plan with IDP • Introduce disaster risk reduction efforts consultatively with the affected communities and key stakeholders in order to reduce the likelihood of future loss. • Strengthen skills base by staff training • Proper planning within financial constraints • Recycling of waste • Landfill site • Alternative energy source(s) • Take advantage of EPWP funding • Establishment of Project Management Unit • Green economy • Charcoal production and furniture manufacturing • Mining (Stone crushing) • Alternative funding sources • Agro-processing • Dairy Production and processing • Feedlots – Meat Processing- Leather Tanning • Forestry and forestry-waste products in Umvoti; • Coordination with other spheres of government is important to maximise spin-offs from Provincial and District Level Projects. • Community upliftment through education • Partnership between municipality and Traditional leadership • Provision of an FET College • Operation Clean audit 2014 • Revenue enhancement strategies • Development of charts of accounts • Community Based Planning	• Crime • Lack of resources • Vandalism of facilities • Bankruptcy • Non-payment for services

3.11 KEY CHALLENGES

- Dispersed low-density settlement pattern in traditional council areas, making the provision of physical and social infrastructure (roads, water, electricity, clinics, schools, and police stations), and the costs of installing, maintaining and operating infrastructure very high.

- Steep river valleys and hilly terrain, which create obstacles to accessibility, and limits the extent of agricultural production. But this type of terrain or topography also provides eco-tourism opportunities and the municipality should consider community conservancy projects in these areas.

- Weak road and communication linkages exacerbated by hilly topography, with few tarred surfaces and few bridges across rivers.

- Limited farming practices in traditional council areas that do not make optimal productive use of the agricultural potential of the area.

- Limited economic activity in traditional council areas, resulting in income leakage outside these areas, exacerbated by a lack of business support services.

- Overgrazing, fire, illegal sand winning and encroaching settlement could cause environmental degradation if not controlled or dealt with decisively.

- The on-going difficulties in the national and local economy;

- Aging and poorly maintained roads and electricity infrastructure;

- The need to reprioritise projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality;

- The increased cost of bulk electricity (due to tariff increases Eskom), which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable - as there will be point where services will no-longer be affordable;

- Wage increases for municipal staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies;

- Additional staff request from management without any due diligent studies being conducted and the establishment of a security and disaster section.
- Affordability of capital projects – original allocations had to be reduced and the operational expenditure associated with prior year's capital investments needed to be factored into the budget as part of the 2013/14 MTREF process

- Outside of the urban centres, levels of service provision are very poor with large backlogs.
- Where existing service levels are low, this may negatively impact on opportunities for future development and may drive entrepreneurs to areas of higher service provision.
- The economy is reliant on the primary sector with limited development of the secondary and tertiary sectors thus making is susceptible to macro -economic changes.
- There are growing unemployment levels, with areas of high unemployment and pockets of poverty occurring in the tribal areas and around the major centre.
- A population characterised by more females than males indicating a large migrant population
- Worsening unemployment rates with time
- Increasing numbers of dependants per economically active individuals.
- Low levels of skills across the municipality with the majority of residents possessing 'elementary' skills.
- Coordination with other spheres of government is important to maximise spin-offs from Provincial and District Level Project.

SECTION 4: DEVELOPMENT VISION, GOALS, OBJECTIVES AND STRATEGIES

4.1 VISION

4.1.1 Umvoti Short Vision

"A place of peace and prosperity, where people come first".

4.1.2 Umvoti Long Term Vision

The Council formulated a new vision in order align itself with the Provincial and National visions which read as follows:

"By 2030, Umvoti shall be an internationally recognised municipality which embraces rural development, economic growth, sustainability, social cohesion and a people centred society."

4.1.3 MISSION

As part of fulfilling its mandate, Umvoti Municipality commits itself to:

- Provide democratic, transparent and accountable local government;
- Encourage community participation on local government affairs;
- Ensure equity and integrated transformation;
- Ensure sound inter-governmental relations for integrated development planning;
- Facilitate economic and social development;
- Promote a safe and healthy environment; and
- Render and expand affordable and sustainable services in a transparent and accountable manner and promote a culture of payment for services.

4.2 KEY DEVELOPMENT PRIORITIES

Key development priorities have been identified through public consultation meetings. The priorities will be used as an instrument to realise the developmental mandate of Council. The key developmental issues are as follows:

- Water & Sanitation
- Electricity
- Adequate Housing
- Access Roads
- Infrastructure maintenance
- Local Economic Development (LED)
- Rural Development
- Special Programmes (Youth, OSS, Women, Children, Elderly, HIV/AIDS)

- Sound financial management
- Environmental Management

4.3 MUNICIPALITY'S OBJECTIVES AND STRATEGIES

The municipality has prepared its objectives and strategies in order to ensure that its vision is implemented.

Table 52: 2015/2016 Umvoti Objectives and Strategies

Key Performance Areas	Municipal Development Priorities	Municipal Objectives	Municipal Strategies
Municipal Transformation and Organizational Development	Institutional Development	To ensure Functional Performance Management System is implemented	Implementation of PMS Policy and framework
		To improve institutional and organizational capacity	Progress in filling of budgeted posts
			Implementation of the Employment Equity Strategy
			Implementation of the Skills development plan
		To facilitate communication	Promoting Customer relations surveys externally
		To implement the I.T Strategy in order to ensure protection of information	Implementation of the I.T Strategy
Basic Service Delivery	Electricity	To improve access to electricity services	Eradicate electricity backlog through provision of basic electricity in urban areas
			Eradicate electricity backlog through provision of basic electricity in rural areas
			Provision of Free Basic electricity
	Solid Waste	To improve access to solid waste removal services	provision of solid waste removal service to the community
	Human Settlements	To promote the development of sustainable human settlements and quality housing	Improve access to adequate shelter

		To ensure provision and management of recreational and community facilities	Management for Parks and Recreation Facilities
			To improve access to public amenities
			Management and Maintenance of Public Facilities
	Access roads	To improve access to roads	Maintenance of rural and urban roads into required standards
			Construction and rehabilitation of Municipal roads
Local Economic Development	Local Economic Development	To create an environment conducive to economic growth and development	Job creation through EPWP
			Provide support to local businesses
			Ensure effective functioning of Municipal LED Forum
Good Governance, Community Participation and Ward Committee Systems	Leadership and good governance	To ensure the implementation of an effective special programmes plan	Development of a Special Programmes Plan
			Implementation of the Special Programmes Plan
		To ensure effective Public Participation	Implementation of a community participation plan
			Effective and functional ward committees
		To ensure that Council is functioning effectively and efficiently	Provide secretariat service to all EXCO and Council meetings
		To ensure compliance with National and Provincial Archives legislation	Proper Record Management

Financial Viability and Financial Management	Sound Financial Management	To improve Supply Chain Management	Implementation of procurement plan
			Submission of SCM quarterly reports to Council
		To improve Financial Viability	Improve debt coverage
		To improve Asset Management	Review and construct GRAP compliant Asset Register
		To ensure efficient Revenue Management	Monthly Billing of all consumers
			connections and disconnections
		To improve cash Management	Ensure daily banking and investment of surplus funds
		To achieve efficient Financial Reporting	Prepare financial statements
		To improve budget implementation in the municipality	Compliance with legislation (MFMA)
			Optimize the expenditure of capital budget
			Optimize expenditure of operational budget
			Full Expenditure of Conditional Grants
			Distribution losses
Cross Cutting Interventions	Spatial Planning	To ensure efficient and credible strategic and spatial municipal planning	Revision of a Credible Integrated Development Plan
			Implementation of the Spatial Planning and Land Use Management Act (SPLUMA)
			Implementation of the National Building Standards and Regulations Act

			Review Spatial Development Framework
	Environmental Management	To ensure sustainable protection and development of the environment	Effective and compliant waste management implementation
			Effective and compliant waste management implementation
	Disaster Management	To ensure effective disaster management	Road Safety, Fire & Disaster Awareness Campaigns
			Establishment of disaster management Structures and systems
		To create a safe and conducive environment	Conduct road blocks to enforce the law
			Time management (response time) for incidents and accidents

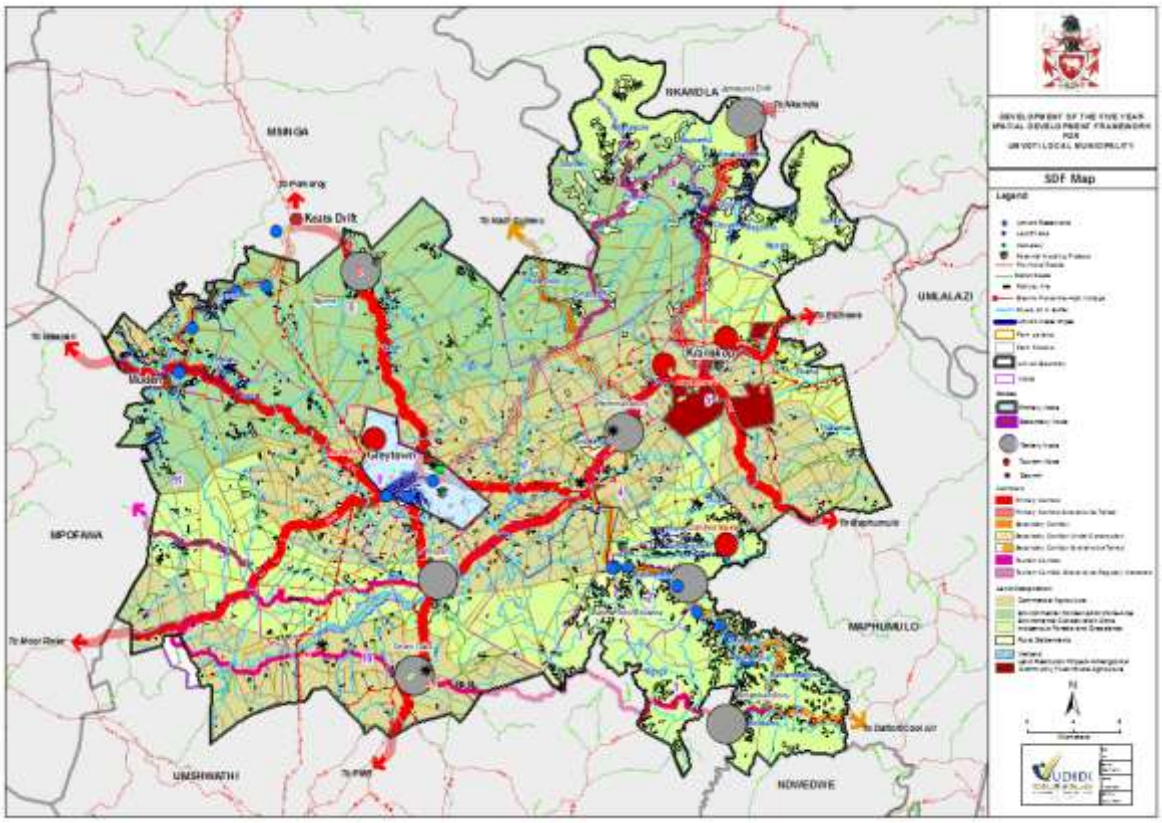
SECTION 5: STRATEGIC MAPPING AND IMPLEMENTATION PLAN

5.1 STRATEGIC MAPPING

5.1.1 DESIRED SPATIAL OUTCOMES

The municipality developed its new five year Spatial Development Framework (SDF) in 2013. The municipality has reviewed its SDF during the 2014/2015 financial year with the assistance of Umzinyathi District and the Department of Cooperative Governance and Traditional Affairs. The SDF map is presented in Figure 62 below:

Figure 65: Umvoti SDF



Umvoti like any given municipality accommodates a hierarchy of nodes which shows the relative intensity of development anticipated for the various nodes, and the dominant nature and activity of the nodes.

- ✓ Primary Node (Rural Service Centre: - Main Hub- Greytown) - Administrative and Economic Centre
- ✓ Secondary Node (Satellite: - Support Centre Kranskop, Muden and Keats drift on the edge of the Municipality) - Distribution and co-ordination point
- ✓ Tertiary – Hermannsburg, Matimatolo/Mbulwane, Mizpah, Seven Oaks, Ngome with Mahlambandlovu on the Edge of the Municipality

These words distinguish between the higher order and lower order cores or centres within the area of influence of the service centre.

The Nodes have different buffers which are determined by the type of node. This buffer is an indication of the threshold served by each node. The primary node has a 10 km radius buffer, whilst the secondary and tertiary nodes both have a 5 km radius buffer.

5.1.2 DESIRED SPATIAL FORM AND LAND USE

The municipality has developed its Five Year Spatial Development Framework (SDF) as presented in Figure 61 above. The proposed spatial form is presented in Figure 61 above.

5.1.3 SPATIAL RECONSTRUCTION OF THE MUNICIPALITY AND STRATEGIC GUIDANCE IN RESPECT OF THE LOCATION AND NATURE OF DEVELOPMENT WITHIN THE MUNICIPALITY

5.1.3.1 UNDERLYING PRINCIPLES

- Integrated Development: Integrated development endeavours to marry the various needs of the district in a manner which will provide a national mix of development to meet socio economic needs and requirements for environmental conservation.

- Sustainable Development: Sustainable Development is a concept which focuses on the enhancement and improvement of various components of main environments in a manner which will protect the bio-physical environment, cultural heritage and improve the quality of life so that community development will be enriched rather than impoverished in the interest of present and future generation.

- Establishment of Structure: This concept can best be achieved through the use of a variety of planning tools to include the identification, linking and zoning of areas, nodes and corridors in a structured manner that will promote sustainable development within an area.

- Unique Character: The unique character of an area, place or region is described as an assessment of its attributes and determining those that make it different from others in the region.

- Implementation Orientated Planning: This is geared to the preparation of plans linked to strategic implementation objectives according to time lines.
- Development as a Continuous Process: This concept stems from a view that development is dynamic and progresses along a continuum of cause and effect.

- Participatory Planning: Consultation with interested and affected parties is the basis of this process in order to identify key issues and address these in the plan being prepared. It is also very much part of the integrated development process toward achieving sustainable development.

5.1.3.2 PLANNING STRATEGIES

- ***Access Routes as Investment Lines***

 - Developing a district structure (see establishment of structure above)
 - Establishing a clear framework which facilitates access in its wider context
 - Creating a framework to direct public and private investment
 - Developing a network of opportunity on the basis of existing roads, settlement, natural resources and features
 - These routes represent the spines around which existing development has been attracted to and potentially also represent opportunities for future development
 - A hierarchy of investment lines can be distinguished consisting of primary, secondary and tertiary routes
 - The identification of this hierarchy provides guidance for the location of relevant land uses.

- ***A Service Centre Strategy***

 - Creating a hierarchy of service centres (nodes) offering a range of facilities and activities throughout the district.
 - Four levels of areas are suggested to include a district centre, primary, secondary and satellite service nodes.
 - The centres are conceptualised as serving different catchments and offering a range of services and opportunities
 - In general higher order centres will at the same time serve as the relevant lower order centres
 - The principles suggested will have to be adjusted to specific local circumstances.

- ***Natural Resource as Primary Asset and Structuring Element***
 - Acknowledging, protecting and enhancing the inherent qualities of the landscape and managing the natural environment as a prime asset and resource base for the district.
 - Environmental sustainability, restoration and rehabilitation and appropriate usage forms the basis for this

- The sustainable utilization of natural resources is suggested to *inter alia* promote the development of agriculture as a key driver of the rural economy incorporating currently underutilized agricultural land

- The identification of new inherent opportunities to be found within the picturesque landscape which characterizes much of the district including developing latent potential particularly with regards to tourism opportunities.

- **Integration**

 - Integrate Low Income residential areas to high order centres

 - New economic opportunities in growth area and adjacent to major roads

- **Compaction**

 - New and Infill development focused to create coherent system, mainly in urban and peri-urban areas Greytown and Kranskop

- **Meeting Land Use Needs and Identification of areas of economic development potentials**

 - New Residential areas

 - New economic opportunity areas, especially those areas which were previously excluded from the main stream economy

 - New nodal points

 - Restructure CBD

- **Restructuring of the LM:**

 - Creation of new nodes and new economic opportunity areas

 - Limited mixed-use activity spines between focus points

 - Redressing imbalances with improved infrastructure

- **Sustainability**

 - Protecting environmentally sensitive areas

 - Coherent and reinforcing infrastructure

 - Protecting agriculture potential areas

- Upgrade residential areas with appropriate infrastructure

- In situ upgrading of Informal settlements

- **Establishing a Management Framework**

 - Having established an investment framework and a natural resource base, it is possible to identify an overall management framework to guide future development.

 - Such guidance will include the identification of primary land use zones such as environmental conservation zones, agricultural zones, areas for residential settlement etc.

5.1.4 SPATIAL ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES

5.1.4.1 KZN SDF

5.1.4.1.1 KZN SDF ALIGNMENT ASPECTS

Table 53: KZN SDF Alignment aspect

Area of Alignment	Observations
Development Corridors	The corridors identified in the Provincial SDF are aligned with the district SDF. There are also Priority conservation corridors and Biodiversity priority areas with need to be maintained for sustainability of ecosystems.
Cross Boundary Dependencies	Areas of cross boundary dependencies include economic support areas to the north and the east of Umvoti Municipality. Agricultural investment area are evidential to the south and west of Umvoti Municipality.
Cross Boundary Co-operation	These should be at provincial, district and local level especially with regards to the Priority conservation corridors and Biodiversity priority areas for sustainability of ecosystems
Potential Contradictions	There are no contradictions identified thus far in the Provincial SDF.

5.1.4.2. UMZINYATHI SDF

5.1.4.2.1 UMZINYATHI DM ALIGNMENT ASPECTS

Table 54: Umzinyathi DM alignment aspects

Area of Alignment	Observations
Development Corridors	R33 and R74 (to Maphumulo, Muden and Weenen) are primary corridors identified in the District SDF. A secondary corridor is identified as a road from Greytown to Mooi River. Various tertiary corridors are identified within the local municipality
Cross Boundary Dependencies	Areas of environmental significance are not depicted at cross boundary level.
Cross Boundary Co-operation	There is a need to identify major corridors that link communities within the district and prioritize those. Also environmental considerations need cross boundary co-operation.
Potential Contradictions	There are contradictions in identification of movement corridors.

5.1.4.3 MSINGA SDF

5.1.4.3.1 MSINGA LM ALIGNMENT ASPECTS

Table 55: Msinga LM alignment aspects

Area of Alignment	Observations
Development Corridors	R33 is identified a primary corridor. A tourism corridor from Keats Drift to Kwadolo and to R74 is also linked to Umvoti Municipality.
Cross Boundary Dependencies	Nkonyane Rural Settlement cluster and Keats Drift rural Service centre also serve Umvoti Community.
Cross Boundary Co-operation	The provision of services should not b duplicated on the identified nodes within the region.
Potential Contradictions	There are no potential contradictions identified.

5.1.4.4 NKANDLA SDF

5.1.4.4.1 NKANDLA SDF, 2011

Table 56: Nkandla LM alignment aspects

Area of Alignment	Observations
Development Corridors	The road passing Jameson's Drift is identified as a high access route. This should link to the road to Kranskop.
Cross Boundary Dependencies	The above route needs to be prioritised as a primary corridor in both Nkandla and Umvoti Municipality. Both at Provincial and District this corridor should be prioritised.
Cross Boundary Co-operation	There is a need for cooperation at all levels with regard to prioritisation of this corridor and preservation of the environment
Potential Contradictions	The rural landscape to the north boundary of Umvoti should be properly designated in terms of land use.

5.1.4.5 MAPHUMULO SDF

5.1.4.5.1 MAPHUMULO LM ALIGNMENT ASPECTS

Table 57: Maphumulo LM alignment aspects

Area of Alignment	Observations
Development Corridors	R74 to Maphumulo and The road from Eshowe to Kranskop are identified as primary corridors.
Cross Boundary Dependencies	A Secondary node identified in Maphumulo municipality to the north of Maphumulo town is on the boundary of the two municipalities and serve Umvoti Community.
Cross Boundary Co-operation	There is a need to consolidate services on this node and not duplicate in Umvoti Municipality
Potential Contradictions	No Land Use Designation are proposed in Maphumulo SDF

5.1.4.6 UMSHWATHI SDF

5.1.4.6.1 UMSHWATHI LM ALIGNMENT ASPECTS

Table 58: Umshwathi LM alignment aspects

Area of Alignment	Observations
Development Corridors	R33 from Pietermaritzburg links Umshwathi and Greytown
Cross Boundary Dependencies	The R33 needs to be prioritized as provincial corridor linking Umshwathi, Umvoti, Msinga and Dundee
Cross Boundary Co-operation	There is a need for cooperation at all levels with regard to prioritization of this corridor and preservation of the environment
Potential Contradictions	Environmental considerations should be aligned

5.1.4.7 MPOFANA LM ALIGNMENT ASPECTS

Table 59 Mpofana LM alignment aspects

Area of Alignment	Observations
Development Corridors	R74 from Weenen to Muden and road from Mooi River to Greytown is identified as primary corridors within Mpofana LM SDF
Cross Boundary Dependencies	The above route needs to be prioritized as a primary corridor in both Nkandla and Umvoti Municipality. Both at Provincial and District this corridor should be prioritized.
Cross Boundary Co-operation	There is a need for cooperation at all levels with regard to prioritisation of this corridor and preservation of the environment
Potential Contradictions	Environmental considerations should be aligned.

5.1.4.8 UMVOTI SPATIAL DEVELOPMENT FRAMEWORK

5.1.4.8.1 UMVOTI LM ASPECTS TO BE ADDRESSED AS PER MEC COMMENTS

Table 60: Umvoti LM aspects to be addressed as per MEC comments

Area of Alignment	Observations
Development Corridors	Only R33 and R74 are identified as primary corridors. There is a need for alignment with adjoining municipalities in terms of secondary corridors. Tourism corridors do reflect and serve the needs of community needs and spatial structure of the municipality.
Cross Boundary Dependencies	Need to look at alignment of nodes and corridors with adjoining municipalities.
Cross Boundary Co-operation	Need to look at alignment of nodes and corridors with adjoining municipalities.
Potential Contradictions	There is no reflection of areas requiring special attention in terms of spatial restructuring and social spending. Environmental sensitive areas should be aligned and coordinated in a corridor development.

5.1.4.8.2 LAND USE MANAGEMENT SCHEME

The KwaZulu-Natal Planning and Development Act, No. 6 of 2008 requires municipalities to prepare the Wall-to-Wall Scheme for the whole municipality within five (5) years from the date of the commencement of the Act. Umvoti Municipality has adopted an Urban Land Use Scheme for its urban areas: Greytown, Kranskop and Enhlalakahle. The Municipality has submitted a request for funding to COGTA in order to finalise the scheme by preparing a Rural Land Use Scheme.

Due to immediate needs for growth of the town, the existing Urban Land Use Scheme boundary is proposed to be extended. Urban edge/ urban growth boundary: detailed planning for future infrastructure and services in the area identified needs to be undertaken to cater for the growth of Greytown Town.

COGTA: Spatial Planning Unit has committed to assist the municipality with technical assistance to review the Urban Land Use Scheme.

5.1.5 INDICATE WHERE PUBLIC AND PRIVATE LAND DEVELOPMENT AND INFRASTRUCTURE INVESTMENT SHOULD TAKE PLACE

There are several areas with special attention by virtue of their location or special circumstances. They provide opportunities for development that would benefit the Municipality as a whole.

- The infrastructure in Greytown as a Primary node and corridor and the town of Kranskop which is the secondary node and corridor need to be rehabilitated in order to draw investment to these areas.
- Areas with underutilized but high agricultural potential: Future investigations into niche market commercial agriculture as well as the focus of training should be considered for these areas.

- Areas with Land Reform potential: Land Reform is a priority in the area. These areas should be the prioritized targets of future land reform initiatives that build on their agricultural potential. Muden has a number of derelict buildings, which requires substantial upgrading and redevelopment in some instances. Commercial farms and land reform projects surround the centre. Muden has potential to develop as a service and agri-processing centre.
- Areas that have particular value in terms of Tourism: These are areas that should be celebrated and promoted for their potential to draw outside visitors. Many of these areas are environmentally sensitive, thus protection as well as celebration is required. Investment is required to make them attractive and accessible – thereby providing an income source for local residents.

5.1.6 AREAS WHERE STRATEGIC INTERVENTION IS REQUIRED

5.1.6.1 AREAS OF SPECIAL NEED

Areas that deserve special attention are those very isolated pockets of land, with a low level of services and particularly dispersed populations. There is limited agricultural potential, although some opportunity does exist in terms of land reform given proximity to State land. These areas should be prioritized for intervention including improved access roads and an essential level of services. This means that the Municipality needs to put more effort on Rural Development.

The tertiary nodes (Hermannsburg, Matimatolo/Mbulwane, Mispah, Seven Oaks, Jameson drift and Ngome) need to be rehabilitated in future.

- Hermannesburg: Hermannesburg is a village located on R74 between Greytown and Kranskop. There is a formal Middle Income Housing development with a few shops, a Post Office, a high school and a major international NTE factory. There is also a Piggery in the village. The village is serviced with water, electricity, roads and a sewerage treatment works. There is a vast land suitable for housing development and the area has potential for infrastructure upgrade. Identified and reform projects can have spin-offs in the developments in this node.

- Matimatolo/Mbulwane: Matimatolo/Mbulwane area is in a Traditional Authority area and is a dense rural settlement. Within this node, there are two high schools, a police station, clinic community centres, churches, sports fields and shops. Access roads however, need to be regularly maintained and community centres upgraded. This is a potential for green field residential project on privately owned land on the periphery of the Traditional Authority. This will provide security of tenure to the community and upgrade living conditions.

- Mispah: This is a small railway station node with a few shops, old dilapidated industries and a school. Housing development has potential in this area as it would provide shelter for farmworkers and farm dwellers, thereby formalising the settlements and reviving the area.

- Seven Oaks: There is an old railway station in Seven Oaks, sawmill, small holdings, a petrol filling station and a few convenient shops. This area has potential for residential development to accommodate farm and sawmill workers.

- Jameson Drift: Jameson Drift services the Emakhabeleni area and Nkandla Municipality – service provision of health, police station, Department of Home Affairs, and infrastructure need to be improved in this area as these are desperate from these communities. A Thusong Centre is proposed in this node as this will also attract tourism in the area.

- Ngome: Ngome tertiary node has Inkosi Mbongeleni Zondi One Stop development centre (with clinic, social development, reserve police officer, and other departments), several schools, poultry project, Inkosi Bambatha Memorial hall, Ngome Game Reserve, sports fields and a few shops. The area has the potential for LED and tourism related opportunities around the development centre; however infrastructural development is still a challenge in this area. Ngome is in close proximity to Keats Drift Commercial node in Msinga Municipality.

Woolstone area is situated outside the urban edge and has been identified as an area that can be developed into an Agri-village. The Woolstone Local Area Plan has been developed and it identifies areas of intervention that need to be considered for the development of this area. The implementation plan has also been prepared. The Project Steering Committee has been established in order to ensure that the identified projects are implemented in an integrated manner.

5.1.6.2 AREAS THAT HAVE PARTICULAR VALUE IN TERMS OF TOURISM

These are areas that should be celebrated and promoted for their potential to draw outside visitors. Many of these areas are environmentally sensitive, thus protection as well as celebration is required. Investment is required to make them attractive and accessible – thereby providing an income source for local residents. The Environmental Education Centre proposed in the Development Strategies is intended to be a resource that will provide environmental education as well as being an added tourist attraction for those visiting Nature Reserves. The Investment Framework Plan depicts tourism routes, investment lines and interceptor points for investments.

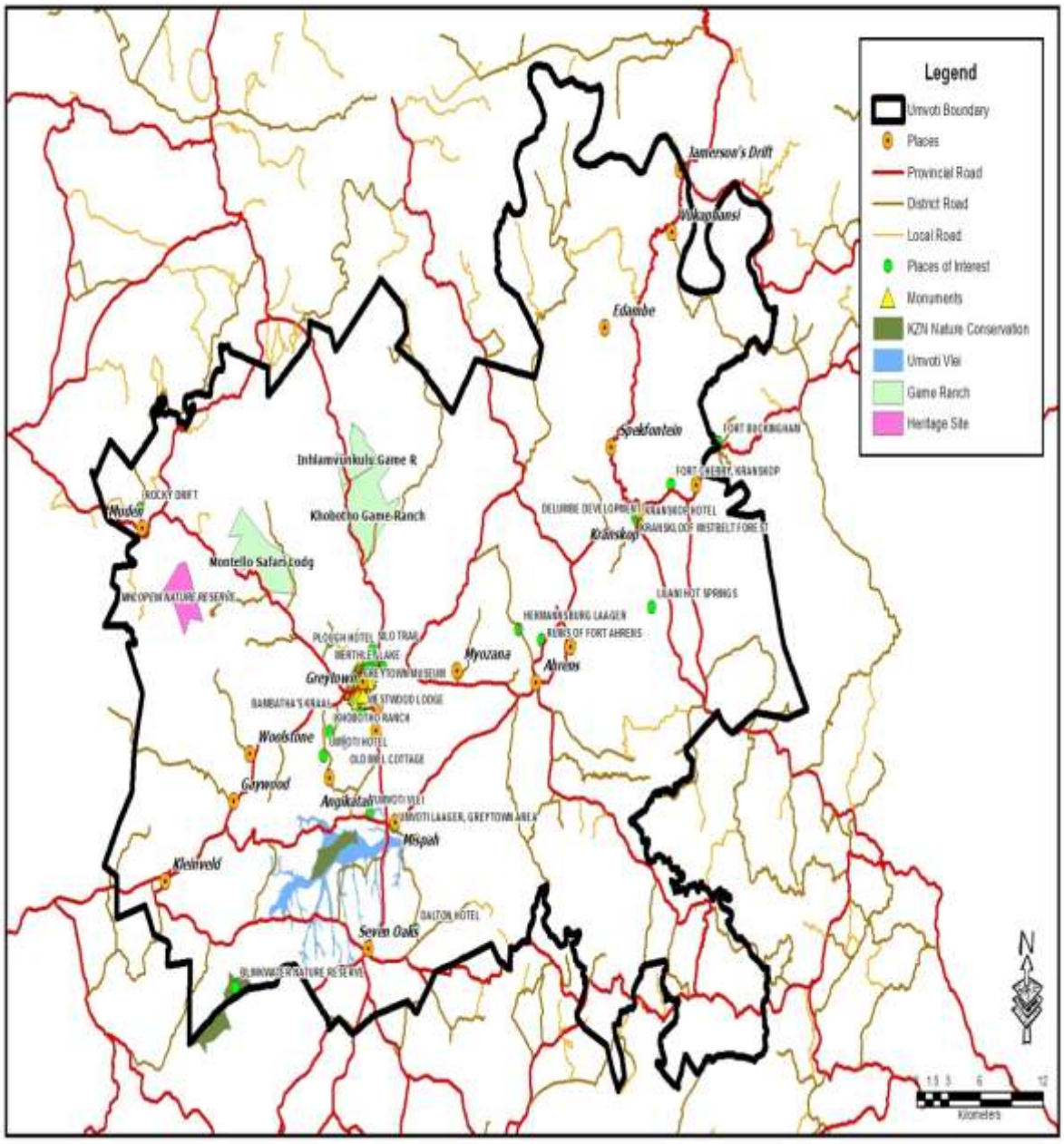
The tourism assets within the Umvoti municipality include the following assets and heritage sites:

- Muden Culture and Craft Village
- Bhambatha Heritage and Craft Centre
- Ngome Community Game Reserve
- Ntunjambili View Site
- Liliani Hot Springs
- Mvoti Vlei
- Greytown Museum
- Hermannesburg Mission House
- Lake Merthley
- Blinkwater Hiking Trails
- The Grave of Sarie Marais
- Several Forts such as Darnall, Mispah, Ahrens and Lilani

Tourism Routes: R614, D215, P362, D222 are tourism corridors which link Umvoti rural community. The scenery in these routes blends themselves to unlimited nature and culture based tourism. Important tourism link route that needs regular maintenance is the one linking Edambe to Makhabeleni.

These tourism products need to be developed in an integrated manner and serve as the basis for the Umvoti Tourism Route which will be developed and marketed along the same lines as Midlands Meander.

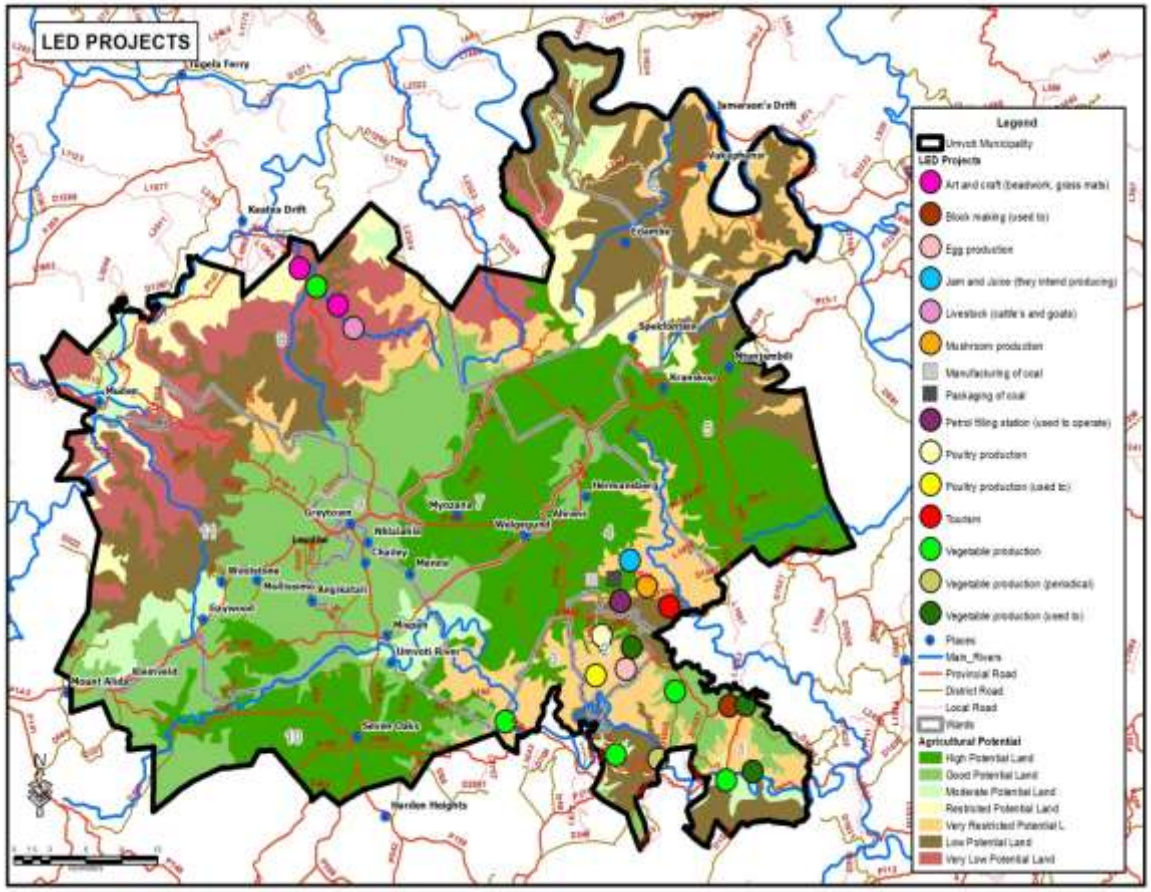
Figure 66: Tourism Assets



5.1.7 AREAS WHERE PRIORITY SPENDING IS REQUIRED

The nodes and corridors (primary, secondary and tertiary) need to be given special attention in order to attract more investment into Umvoti Municipal Area. The municipality also needs to improve economic existing LED related initiatives in order to ensure sustainable livelihoods. The map below shows some of the existing LED initiatives within Umvoti Municipality.

Figure 67: Some of the existing LED related initiatives within Umvoti



5.1.8 SDF IMPLEMENTATION PLAN (CAPITAL PROJECTS 2015-2018)

The implementation of the SDF also requires the alignment of spatial strategies and infrastructure planning and budgeting. The main capital projects that will be undertaken in the next three (3) years involve the MIG funded projects as well as electrification projects funded by the Department of Energy. The other projects are funded by other government departments.

5.1.9 THREE YEAR INVESTMENT PROGRAMME

5.1.9.1 CAPITAL INVESTMENT PLAN

The projects included in this three year investment programme are the MIG funded project where by the funds are already committed and projects registered with MIG. The other projects included are the electrification projects funded through the Integrated Electrification Programme (INEP). The other projects are funded by other government departments.

The municipal Council took a resolution of clustering projects after taking into consideration the financial constraints faced by the municipality. The projects are clustered and will be implemented over a three year period as per table below:

Table 61: Ward Clusters

WARD NO. AND CLUSTER	FINANCIAL YEAR
Cluster 1: Ward 1 Ward 06 Ward 10 Ward 11	2014/2015
Cluster 2: Ward 3 Ward 4 Ward 5 Ward 7 Ward 8	2015/2016
Cluster 3: Ward 02 Ward 09	2016/2017

PROGRESS MADE IN THE IMPLEMENTATION OF 2014/15 PROJECTS

The electrification projects progress has been reported under Section 3.6.3 of the report. The table below highlights progress made in terms of road construction and community facilities projects.

Table 62.1: Progress on 2014/15 Projects

PROJECT NAME	LOCATION	BUDGET 2014/2015	COMMENT
Phasiwe Gravel Road	Ward 10	R1 928 895.53	99% complete
Makhazeni Gravel Road	Ward 01	R2 026 553.91	80% complete
Vukaphansi creche	Ward 06	R1 000 000	70% complete
Bubu Community Creche	Ward 01	R 1000 000	35% complete
Mhlopheni Community creche	Ward 11	R1000 000	40% complete
Mbalane Community creche	Ward 11	R1 000 000	99% complete
Magobhe Community creche	Ward 06	R1 000 000	80% complete
Hlimbithwa Community Hall	Ward 01	R2 126 779.80	35% complete
Madekeni Community Hall	Ward 06	R1 918 137.30	30% complete
Phasiwe Community Hall & creche	Ward 10	R2 625 480.03	15% complete
Tshekane Community Hall	Ward 11	R2 499 446.60	35% complete
Mhlabathini Community Hall	Ward 06	R2 126 779.80	35% complete
Tshekane Sports field	Ward 11	R2 820 654.94	70% complete

Table 62.2 Projects for 2015/2016

PROJECT NAME	LOCATION	BUDGET 2015/2016	COMMENT
New Roads - Ngqayizivele access road - Mahulula access road - Bhakabhaka access road	03	R3 359 592.36	Tender Advertisement
Nseleni Road Upgrade (3.8 km X 5m Blacktop)	07	R6 236 335.72	Tender Advertisement
Nsundu road to Emaqwayibeni (3km X 5.9m gravel road)	08	R3 500 000.00	Tender Advertisement
High Mast Street lighting (10 High Mast Lights)	04	R5 346 056.56	Tender Advertisement
Mdlelanto Community Hall - 310m2 (400 seats)	03	R2 000 000.00	Tender Advertisement

Esitikitikini Community Hall-310m2 (400 seats)	05	R2 000 000.00	Tender Advertisement
Magwegwe Community Hall-310m2 (400 seats)	05	R2 000 000.00	Tender Advertisement
Mthiyaqwa creche	05	R1 200 000.00	Tender Advertisement
Elangeni creche	08	R1 200 000.00	Tender Advertisement
Emahluzibani creche	08	R1 200 000.00	Tender Advertisement

5.1.9.2 CAPITAL INFRASTRUCTURE INVESTMENT PROGRAMME (2014/15, 2015/16, 2016/17, 2017/18)

Table 63: Capital Infrastructure Investment Programme

PROJECT NAME	LOCATION	APPROVED BUDGET 2014/2015	BUDGET 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018	SOURCE OF FUNDING
ROADS						
New Gravel Roads	Various	R11 761 053	R13 095 928.08	-	-	MIG
Blacktop – Nseleni Road Upgrade	Ward 07	-	R6 236 335.72	-	-	MIG
Sustainable Human Settlements						
Amakhabeleni Rural Housing Project	Ward 05 & 06	-	R3 305 000	R23 590 000	R16 910 000	DoHS
Mthembu Sithole Rural Housing Project	Ward 04	-	-	R13 350 000	R10 062 000	DoHS
Mbulwane Rural Housing Project (Ward 1)	Ward 01	-	-	R13 350 000	R8 900 000	DoHS
Greytown Slums Clearance	Ward 09	-	R5 290 000	-	-	DoHS
Emergency Housing Projects	Various	-	R7 920 000	-	R 4 089 000	DoHS
OSS Projects	Various	-	R4 272 000	-	-	DoHS
Nhlalakahle Phase 2 (Ward 7)	Ward 07	-	-	R1 522 000	-	DoHS
Matimatolo Phase 2 Rural Housing Project	Ward 02	-	-	R2 835 000	R2 835 0000	DoHS
Mthembu Sithole Rural Housing Project	Ward 04	-	R2 700 000	-	-	DoHS
Muden Rural Housing Project	Ward 11	-	-	-	-	DoHS
Mbulwane Rural Housing Project (Ward 1)	Ward 01	-	-	R2 835 000	R2 835 000	DoHS
Land Purchases	Various	-	-	-	R10 000 000	DoHS

Land Reform Projects						
Mooidraai/Simunye Recapitalization	Ward 11	-	R18 242 735.00	-		Department of Land Reform & Rural Development
White Cliff LDO		-	R1 391 694-00	-		Department of Land Reform & Rural Development
Mvemve LDO		-	R2 700 000.00			Department of Land Reform & Rural Development
SERVICE AND SOCIAL INFRASTRUCTURE						
Water Services & Management						
Muden-Ndaya-Keates Drift	Various	R18 000 000	R30 000 0000	-		Umzinyathi District - MIG
Muden Regional Water	Ward 11	R15 000 000	-	-		Umzinyathi District - MIG
Ophathe Water	Ward 08	R18 514 000	R16 962 000	-		Umzinyathi District - MIG
Makhabeleni Phase 6	Ward 5 & 6	R16 000 000	R11 873 000	-		Umzinyathi District - MIG
Makhabeleni Final Phase	Ward 5 & 6	-	R35 000 000	-		Umzinyathi District - MIG
Umvoti Bulk	Various	R35 000 000	148 000 000	-		Umzinyathi District - MIG
Sanitation						
Umvoti Sanitation Area Plan	Various	R4 000 000	R3 000 000	-	.	Umzinyathi District - MIG
Energy						
Electrification infrastructure						

Electrification	Various	R14 705 000	R25 000 000	R25 000 000		INEP
High Mast Street Lights	Ward 4	-	R5 346 056.56	-		MIG
Sport, Recreation & Community Facilities						
Community of Community Facilities (Rural)	Various	R14 350 000	R9 600 000	-		MIG
Civic Buildings: Testing Station and Office Block	Ward 09	-	R15 000 000	-		Municipal Revenue
Matimatolo Community Service Centre	Ward 02	-		-		COGTA
Unlocking Economic Potential						
Expanded Public Works Programme (EPWP)	Various		R1 954 000	-		EPWP Grant
Cooperatives Development	Various	R1 207 353.32	-	-		EDTEA
Small Town Rehabilitation Projects	Ward 05 & 09	R10 000 000	-	-		COGTA
Sustainable Integrated Spatial Planning System						
Environmental Projects						
Umvoti Buy Back Centre	Ward 9	R7 000 000	-	-		Department of Environmental Affairs
Regional Landfill Site	Various	R14 000 000	-	-	Department of Environmental Affairs	

5.1.9.3 District Growth and Development Plan Implementation Plan

The district municipality has prepared the implementation plan for the District Growth and Development, which serves to align the Provincial Growth and Development Plan to the District Growth and Development Plan and the Integrated Development Plan, and the details are as follows:

Table 64: Umzinyathi District Growth

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
JOB CREATION	**SO1.1**	Unleash the Agricultural Sector		Job creation	Unleash Agricultural Potential	1. Prioritise crop and horticultural projects in areas identified as high potential agricultural land 2. Prioritise livestock production projects in areas of highest grazing capacity 3. Support the development of commercial farmers in areas of high agricultural potential and/or grazing capacity 4. Identify opportunities for agro-processing and beneficiation, especially processing of meat and skins 5. Investigate feasibility of expanding irrigation schemes 6. Protect high potential agricultural land from inappropriate forms of development and focus rehabilitation projects in areas of degradation and erosion.	Total employment within the agricultural sector (including forestry)	6 724	**LED - Basic Service Delivery & Infrastructure**		
							Value of agricultural contribution to the provincial economy (constant 2005 R value)	R1 010m			
							Number of emerging commercial farmers	TBD			
							Hectares of land under agricultural production (ha)(Excl. Subsistence)	147 000			
							Hectares of land under irrigation (ha)	10 500			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
						7. Establishment of fresh produce markets 8. Expedite the resolution of land claims, especially in areas with highest concentration of unsettled claims.	Number of new agro processing plants established	TBD			
							Area of land severely affected by erosion	22 000			
							Percentage (ito land area) unsettled land claims	40%			
	SO1.2	Enhance Sectoral Development through Trade & Investment			Enhance Sectoral Development through Trade & Investment	1. Evaluate the long term demand for minerals with a mining potential in the district (e.g. coal). 2. Enhance Value-Adding within the Manufacturing Sector with a specific focus on agro-processing 3. Diversify the tourism product offering in the district with an increased focus on the biodiversity of the area. 4. Improve the efficiency of the transport sector in the district 5. Facilitate the expansion of the services sector in the district 6. Finalise the establishment of the	Total number of jobs created in conservation and tourism sector	TBD			
							Total number of annual visitors to tourism attractions	TBD			
							Total number of employment opportunities in manufacturing	6335			
							Number of new processing plants/industries established	TBD			
							Total number of employment opportunities in retail and trade	7050			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
						District Development Agency 7. Review the Funding Framework to Improve Access to LED Funding 8. Investigate the feasibility of small scale industrial hubs in the first and second order nodes of the district 9. Participate in and contribute to any provincial initiative and mechanism to monitor trade and investment flows	Total number of employment opportunities in services sector	4875			
							Total employment within all sectors excluding primary agriculture	TBD			
							Total value of the provincial economy excluding primary agriculture (Real Rands, 2005)	TBD			
	SO1.3	Improve efficiency of Government led Job creation programmes			Expand government-led job creation programmes	1. Prioritize employment creation initiatives focussing on the youth 2. Support enhanced implementation of the EPWP Programme	Youth unemployment rate (%)	25			
							Total number of FTE's created through EPWP and CWP (cumulative)	13 885			
							Number of emerging contractors registered on UZDM database	TBD			
							Number of contracts awarded to emerging contractors	TBD			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
							Number of emerging contractors trained	TBD			
	SO1.4	Promote SMME & Entrepreneurial Development			Develop SMME and entrepreneurial development	1. Facilitation of access to finance for small enterprises 2. Capacity building and Mentorship Support for small enterprises 3. Implementation and enforcement of B – BBEE 4. Facilitation of access to markets for small enterprises 5. Advocate and lobby for the review of the business regulations and reduction of red-tape for small enterprises 6. Access to appropriately located facilities with linked services	Number of Cooperatives and SMME's registered in UZDM, that have been in operation for more than 2 years	TBD			
							Number of new jobs created through establishment of SMMEs and Coops.	TBD			
							Increase the level of BBBEE compliance in UZDM	TBD			
	SO1.5	Develop the Knowledge Base t enhance the knowledge Economy			Develop knowledge base of district to enhance the knowledge economy	1. Liaise with public sector, private sector, and research institutes and tertiary institutions to attract and maintain high level skills to the district 2. Establish a Regional Innovation and Technology Hub	Percentage of population >20years with diploma/degree (%)	7.5			
							Number of registered engineers and professional scientists in District	18% increase on base year			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
							Number of persons in professionally registered occupation categories	18% increase on base year			
HUMAN RESOURCE DEVELOPMENT	**SO2.1**	Improve Early Childhood Development, Primary and Secondary Education			ECD, primary and secondary education	1. Ensure the delivery of professional management and relevant teacher development programmes in the district 2. Efficient data collection to track learner progress and enhance retention 3. Promoting the use of new technologies and improving infrastructure in the district 4. Enhance technical and vocational education in the district 5. Improve access to education facilities and infrastructure and facilities available at schools 6. Improve public transport facilities and services to all education facilities	% of 3-5 year old children in educational institutions (public & private)	35%	**Institutional Development**		
							Percentage of Grade 1 learners who attended a Grade R class	95%			
							Retention rates: Grades 10 - 12	80%			
							Percentage of Grade 3 learners performing at the required levels in ANA • Literacy • Numeracy	70% 70%			
							Percentage of Grade 6 learners performing at the				

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
							required levels in ANA • Literacy • Numeracy	70% 70%			
							Percentage of Grade 9 learners performing at the required levels in ANA • Literacy • Numeracy	70% 70%			
							Percentage of children who turned 9 in the previous year who are currently in Grade 4 or above	70%			
							Percentage of children who turned 12 in the previous year who are currently in Grade 7 or above	60%			
							Percentage of youths that obtain a National Senior Certificate from school	55%			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
							Number of learners qualifying in NSC for: • Bachelors programme • Diploma • Certificate	TBD			
							Percentage National Senior Certificate (NSC) pass rate	80%			
							Number of learners qualifying in NSC for Bachelors programme	TBD			
							Matric pass rate for mathematics	50%			
							Matric pass rate for science	60%			
							Teacher pupil-ratio in public ordinary schools	TBD			
							Percentage of schools with classes above 40 learners	TBD			
							Percentage of schools with	TBD			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
							water, sanitation and electricity				
							Percentage of schools with library and computer facilities	TBD			
							% Population residing within threshold distance (1.5km) from primary school	60			
							% Population residing within threshold distance (2.25km) from secondary school	60			
	SO2.2	Support Skills alignment to Economic Growth			Skills alignment to economic growth	1. Develop a skills plan for the district focussing on the agricultural, retail, manufacturing (particularly agro-processing) and personal services sectors. 2. Expand the enrolment of youth from the district in FET College programmes and in other post-school training institutions 3. Participate in provincial initiative and provide inputs on district priority skills requirements	Number of NSC candidates taking • Mathematics • Science	TBD	**LED**		
							Full and part time students in public TVET colleges for • All courses • NC(V) courses • N courses • Occupational Programmes	TBD			
							Students graduating in: • Education	TBD			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
						4. Expand the application of ICT technology to support more distance learning in the district	• Science, Engineering and Technology (SET)				
							Percentage of district population>20years with diploma/degree (%)	7.5			
							Number of registered engineers and professional scientists in District	18% increase on base year			
							Number of persons in professionally registered occupation categories	18% increase on base year			
							Number of municipalities with skills plans	5			
	SO2.3	Enhance Youth Skills Development & Life-Long Learning			Enhance youth skills development and life-long learning	1. Participate in provincial initiative and provide inputs on district priority requirements for inclusion in vocational and career guidance programmes 2. Expand and intensify adult education and training facilities and	Number of youths supported by National Skills Fund, SETAs and youth programmes	TBD	**Good governance**		
							Participation in AET	TBD			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
						programmes in the district	Adult literacy rate (% population older than 20 years of age who have completed at least Grade 7 or higher)	80%			
HUMAN AND COMMUNITY DEVELOPMENT	SO3.1	Poverty alleviation and Social Welfare			Alleviate poverty and enhance social welfare	1. Promote and accelerate roll-out of Sukuma Sakhe in district 2. Eliminate corruption and fraud in the Social Grant System in the district 3. Expansion of social welfare services to under-serviced areas of the district	Effective dependency ratio (economically inactive people/economically active people)	TBD	**Service Delivery & Infrastructure**		
							% Households earning < R38 200 per annum	65			
							Poverty gap	23.3			
	SO3.2	Enhancing Health of Communities and citizens			Enhance Health of Communities and Citizens	1. Development and implementation of comprehensive primary health care in district, with specific focus on most inaccessible areas. 2. Ensure that downward trend in HIV prevalence is maintained and that Umzinyathi maintains the lowest rate in the province	HIV prevalence amongst antenatal women	20.3%			
							Severe malnutrition of children under 5 years (per 1000 children)	3.0			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
						3. Provide equitable access to health and special facilities with specific focus on most inaccessible areas. 4. Promote healthy lifestyle and mental health programmes in the district 5. Maintain improving trend for perinatal mortality and incidents of diarrhoea under five years and reverse the increase of severe malnutrition of children under 5 years 6. Accelerate programmes to further improve TB cure rate in the district and further reduce the reported cases of TB per 100 000 people closer to the national average 7. Promote and support awareness programmes against substance abuse in the district	Number of health professionals in relation to population (per 100 000 population)	137.3/100 000			
							Number of Medical Officers in relation to population (per 100 000 population)	29/100 000			
							TB Cases per 100 000 population	239			
							Diarrhoea incidents under 5 years per 1000 population	80			
							HIV prevalence amongst antenatal women	20.3%			
	SO3.3	Enhance Sustainable Household Food Security			Sustainable household food security	1. Develop infrastructure for local markets 2. Provide support programmes for the informal economy in the district 3. One-Home One-Garden and roll-out of school and community gardens 4. Accelerate Permaculture Practices	Dietary Diversity Index: % of households consuming <15 major food categories in previous month.	46%			
							Hunger episodes: household member has gone	24%			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
						5. 100ha Programme by Traditional Councils 6. Regular monitoring of poverty levels in the district through the application of appropriate indicators on poverty, malnutrition and hunger	hungry at least sometimes in the past 12 months- % of households				
							Number of local municipalities supported with informal economy policies	5			
							Number of municipal officials capacitated to support the informal economy sector	5			
							Number of municipalities funded for informal economy infrastructure development	5			
							Share of income earned by poorest 60%	22%			
							Severe malnutrition of children under 5 years per 1000 children	3.0			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
	SO3.4	Sustainable Human Settlement			Develop Sustainable Human Settlements	1. Participate in joint provincial forum addressing integrated development and champion the cause of UZDM. 2. Develop and implement a strategy and guidelines for densification of settlements 3. Implement strategy to eradicate informal housing in the district 4. Develop and implement gap housing strategy for district (or review housing chapter of IDP or Housing sector plan to adequately address gap housing requirements) 5. Expand the implementation of social housing	Housing backlog	Decrease by 7%			
							Percentage households with tenure that can be registered	30%			
							Number of Social Housing and Rental Opportunities	TBD			
							% Households living in informal settlements (informal settlement or informal structure in backyard)	1.5%			
							Population density in identified priority development nodes (persons/ha)	30			
							Number of gap housing units delivered (cumulative)	3180			
	SO3.5	Safety & Security			Safety and Security	1. Implement Community Protection through	Number of Serious crimes reported	TBD			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
						Environmental Design programme in district 2. Strengthen programmes aimed at curbing violence against the vulnerable 3. Strengthen partnerships between civil society, business and criminal justice system to curb crime in the district 4. Establish educational programmes on Safety for Children in the district 5. Strengthen activities to reduce stock theft in the district	Number of crimes against women and children	TBD			
							Number of drug related crimes reported	TBD			
	SO3.6	Social Capital			Advanced Social Capital	1. Promoting norms and behaviour that create an enabling environment for the development of social capital 2. Strengthen the capacity of community institutions to provide positive and useful support services 3. Promote voluntary associations such as stokvels and burial societies	Number of community level organisations active in participating in government department programmes, with active registration status in UZDM	TBD			
STRATEGIC INFRASTRUCTURE	**SO4.1**	Developent of Harbours							**Service Delivery & Infrastructure**		

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
	SO4.2	Development of Airports			Develop Airports	1. Optimise potential role of Dundee and Greytown airports in district growth and development 2. Participate in KZN Aviation Coordinating Body 3. Investigate potential linkages of district with Pietermaritzburg and Richards Bay regional airports	Volume of passengers through Dundee airport/airstrip	TBD	**LED**		
	SO4.3	Development of Road and Rail Network			Develop Road and Rail Network	1. Maintain the functionality of the railway lines through the district and increase volumes where possible 2. Revitalize branch rail lines and investigate feasibility for alternative uses such as tourism 3. Maintain the functionality of the important rail link to Richards Bay 4. Upgrade the road surface quality and capacity of the R33 to improve transport logistics for commercial activity 5. Maintain and upgrade the secondary road network of the district 6. Maintain and upgrade the rural access road network of the district	Number of kilometres of declared rural road that provide access to communities (km)	TBD			
							Percentage of district road network in poor to very poor condition	30%			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
						7. Develop Integrated Public Transport Services					
	SO4.4	Development of ICT Infrastructure			ICT infrastructure	1. Support the development of ICT infrastructure and increase the proportion households with access to landlines, cell phone coverage and internet 2. Participate in provincial initiative to develop network infrastructure 3. Implement ICT access centres at strategic locations in the district	Percentage of local municipalities with established Access Networks (%)	100			
							Percentage of schools connected	60			
							Percentage of households with access to the internet at home or from cell phone (%)	40			
							Minimum broadband speed available within the District (mbs)	4mbs			
							Percentage households with a computer	20			
	SO4.5	Improve Water Resource Management a supply			Improve Water Resource Management and Supply	1. Adequate sanitation services to all households supported by high quality wastewater infrastructure 2. Implement a roll-out programme for local	% of Households with access to 75l of water per person per day	95%			
							% of Households with water yard connections or	40			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
						water harvesting in the district 3. Programme for building of dams 4. Programme for development of water sources (desalination, rainwater recycling, groundwater) 5. Maintain and further improve operation of water infrastructure network 6. Implement a Water Conservation and Demand Management Programme for the district 7. Ensure access to water infrastructure at the required minimum design standard for all households in the district	water inside dwelling				
							Water Services Authority blue drop rating	95			
							% Households making use of rainwater tanks	2.5			
							Green drop rating	60			
							% of Households with sanitation to MIG standards	70			
							Value of development/rezoning applications not approved due to bulk water and effluent constraints	TBD			
	SO4.6	Improve Energy Production and Supply			Improve Energy production and supply	1. Participate in and provide inputs to the Provincial energy strategy 2. Implement roll-out programme for alternative sources of energy supply in the district 3. Obtain funding for operation and maintenance of	% Households with electricity for cooking	70			
							% Households using solar energy for cooking	5			
							Units of energy produced through	60MW			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
						electricity infrastructure in district 4. Expand transmission networks to ensure all households are provided with access to an appropriate source of energy	alternative energy generation				
							Value of development/rezoning applications not approved due to electricity supply constraints	TBD			
ENVIRONMENTAL SUSTAINABILITY	**SO5.1**	Increase Productive Use of Land			Increase Land Productivity	Promote sustainable land use practices to preserve and enhance agricultural potential. Establish an Agricultural Resource Agency to assist commercial and subsistence farmers in the district focusing on areas with high agricultural potential.	Ha of land rehabilitated annually	TBD	**Spatial & Environmental**		
							% use of high value agricultural land for non-agricultural activities	1.3%			
	SO5.2	Advance Alternative Energy Generation and Reduce Reliance on Fossil Fuels			Support alternative energy generation and reduce reliance on fossil fuels	1. Actively participate with the provincial initiative and creating awareness of the potential within the District. 2. Maximise the districts potential in terms of solar and wind energy and to further investigate other potential alternative energy resources (biomass, general waste).	% Households using solar energy for cooking	5			
							Units of energy produced through alternative energy generation	60MW			
							Units of energy saved through energy efficiency interventions	TBD			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
						3. Programme for energy management systems and energy efficient measures.					
	SO5.3	Manage Pressures on on Biodiversity			Manage Pressures on Biodiversity	1. Develop an Environmental Management Framework which builds on the groundwork of the SEA. 2. Cooperative environmental governance procedures 3. Environmental quality management	% Increase in Provincial Land Degradation Index	0%			
							Land transformation in High-Risk Biodiversity Planning Units (HRBPU)	TBD			
							% Conformance of land and resource use decisions with HRBPU guidelines	85%			
							% Compliance with national Ambient Air Quality Standards	80%			
							Water Services Authority blue drop rating	95			
							Green drop rating	60			
							% Waste recycled	Paper 30% Lighting 15% Tyres 50%			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
							Ha of priority areas for expansion of protected areas network declared	TBD			
							% Municipal wasted diverted from landfill sites for recycling	TBD			
							Percentage of waste license applications finalised within legislated timeframes	100			
							Percentage of EIA applications finalised within legislated timeframes	100			
							Percentage Water Use License Applications finalised within legislated timeframes	100			
							Number of compliance inspections conducted	TBD			
	SO5.4	Adapting to Climate Change			Adapt to climate change	1. Establish micro weather stations across the District to	Share of events with early warning systems, where	100%			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
						actively monitor the effects of climate change and to create awareness amongst communities, especially in relation to agricultural livelihoods and farm management 2. Finalise the review of the Disaster Management Plan and comply with all Disaster Management related legislation.	affected parties received prior warning				
							Average time taken to respond to disaster events	TBD			
							Regular forecast of anticipated impacts of climate change and response plan	TBD			
							Share of development applications addressing disaster risk management (where applicable)	100%			
							Number of municipalities incorporating comprehensive strategies for the adaptation and mitigation of climate change in their IDP's	100%			
GOVERNANCE AND POLICY	**SO6.1**	Strengthen Policy, Strategy Coordination & IGR			Strengthen Policy and Strategy Coordination & IGR	1. Utilise DGDP to establish integrated implementation framework for the district	% Public sector expenditure spent in accordance with IDP's	75%	**Institutional Development**		

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
						2. Utilise DGDP to create a single window of co-ordination between the Provincial Government, Municipalities and non-government forums 3. Develop PGDP implementation institutional structures taking into consideration the core policies of transformation, growth and development	% Public sector capital expenditure in UZDM spent in accordance with DGDP priorities/projects	70%			
							% Municipalities with appropriate suite of plans	100%			
							% of development applications that meet time norms for processing	80%			
	SO6.2	Building Government Capacity			Build Government Capacity	1. Develop a district integrated HRD programme for public sector based on municipal workplace skills plans and requirements emanating from the PGDP implementation plan 2. District to provide appropriate shared services according to skills and capacities available in local municipalities 3. Align DGDP interventions to staff performance agreements 4. Develop and implement a district	% Municipal expenditure on capital infrastructure	30	**Financial Viability**		
							% Municipalities with clean audits (Unqualified with no findings)	100			
							% Government employees complying with PSC norms and standards for the post they occupy	100			
							% Posts within local government	0			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
						local government financial management development strategy	within UZDM vacant longer than 6 months				
							Number of Municipalities with credible IDP's in district	5			
	SO6.3	Eradicating Fraud & Corruption			Eradicate fraud and corruption	1. Implement operation clean audit in UZDM 2. Ensure alignment with and implement provincial guidelines for disciplinary processes and effective prosecution 3. Develop and implement district integrity management programmes	% Municipalities with clean audits (unqualified with no findings)	100%	**Good governance**		
							% Municipal entities with audit disclaimers or adverse findings	0%			
							Number of municipal entities with effective contract management systems	100%			
							Reduction in the number of appeals as a percentage of number of tenders awarded				
							Number of municipal officials convicted for corruption or	0%			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
							offences related to corruption				
	SO6.4	Promote Participative, Facilitative & Accountable Governance			Promote participative, facilitative and accountable governance	1. Support municipalities to develop all required frameworks, policies and guidelines 2. Implement programme to strengthen the Ward Committee System in the district	% Municipalities with approved suite of plans	100			
							% Wards in district with functional ward committees	100			
							% Public sector expenditure spent in accordance with IDP's	75%			
							Voter participation in provincial and municipal elections	Prov: 82% Local: 65%			
							Percentage of women, youth and people with disabilities within the public and private sphere	Women 44% Disable 2.5%			
SPATIAL EQUITY	**SO7.1**	Active Promote Spatial Concentration and Coordination			Promote Spatial Concentration	1. Establish a hierarchy of nodes with clearly defined functions and interventions per node 2. The promotion of concentration and	Population density in identified development nodes (persons/ha)	30	**Spatial & Environmental**		

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
		of Development Activities				coordinated development along provincial corridors.	% of geographical area with Land Use Management Schemes	100			
							% of Households residing in UZDM priority nodes and high potential development areas	TBD			
							% of Public sector capital budget spent in priority nodes and high potential development areas	TBD			
							% of municipal wards with ward development plan	100			
	SO7.2	Effective Spatial Planning and Land Management Systems are Applied Across the Province			Spatial planning and land management systems	1. Promote development of ward based plans 2. Formulation of Land Reform Area Based Plans within each district 3. Implementation of Land use Management Schemes across the entire provincial landscape 4. Alignment of District and Local municipal Spatial Development Frameworks with the Provincial Spatial Development	% Public sector expenditure spent in accordance with IDP's and SDF's	75%			
							% Municipalities with approved SDF's in accordance with SPLUMA requirements	100			
							% of municipalities with approved land use	100			

PGDP GOALS		STRATEGIC OBJECTIVE	NATIONAL OUTCOMES	DGDP GOALS	DGDP STRATEGIC OBJECTIVE	DGDP 2030 INTERVENTION AREAS	DGDP INDICATORS	DGDP 2020 TRAJECTOTIES	KEY PERFOMANCE AREAS - IDP	2015/2016 IDP TARGETS	BUDGET ALLOCATION
						5. Participate in and provide inputs in the formulation of provincial planning norms, standards and guidelines 6. Implement Spatial Planning and Land Use Management Act	management schemes				

UMVOTI LIST OF PROJECTS

The list of all municipal projects have been compiled after the Public Consultation meetings that were held in the previous years as well as the road shows held from 07 April 2015 to 18 May 2015. Most of the projects presented below have no funding allocated to them. It is therefore important that the Municipality put in place a strategy to outsource funds and communicate with the other government departments in order to ensure that service delivery is improved. These projects are presented in the table below:

Table 65: Umvoti list of projects

Ward	Project Name	Funding Source
1	Hlimbithwa/Njengabantu/Sakheni/Dube/Doremy/Wolongo/Myude Water Schemes	Umzinyathi DM
1	Bubu Sanitation	Umzinyathi DM
1	Mbulwane/Bhekizwe/Candolo Sanitation	Umzinyathi DM
1	Mbulwane- Ward 1 Housing Project	Municipality & DoHS
1	Ward 1 electrification project	Internal
1	Bubu Creche	Internal
1	Mashayanyoni to Ediphini Access Road	Internal
1	Makhazeni Road to Jikijiki Road	Internal
1	Shayamoya access roads	Internal
1	Mqhabuli Road	Internal

1	Bhekizwe Road	Internal
1	Mbashane Road	Internal
1	Esikhaleni Road	Internal
1	Mkhize Road	Internal
1	Mahlokomase Road	Internal
1	Gobuqolo Road	Internal
1	Hlongwane Road	Internal
1	Dayingubo Road via Echibini to Bamshela	Internal
1	Dlomo Road	Internal
1	Doremy Road	Internal
1	Emgwimpisi Road	Internal
1	Vikindlala Road	Internal
1	Myude access road	Internal
1	Tarring of Njengabantu road	Internal/DOT

1	Continuation of P549 Mbulwane - Maphumulo-Nculwane bridge	DOT
1	Mbulwane Clinic	Dept. of Health
1	Nculwane Bridge	DOT
1	Doremy Clinic	Dept of Health
1	Njengabantu Clinic	Dept of Health
1	Jikijiki School	Dept. of Education
1	Makhabeleni Sports field	Umvoti &Dept Sports and Recreation
1	HlimbithwaCreche/Hall	Internal
1	EzihlokweniCreche	Internal
1	Myude creche	Internal
1	Doremy Hall	Internal
2	Matimatolo Community Service Centre	COGTA
2	Matimatolo Phase 2 Housing Project	Municipality & DoHS
2	Sukumani creche	Internal

2	Matimatolo Street lights (High Mast Lights)	Internal
2	Community Hall (2000 seater)	Internal
2	Sangweni Community Health Centre	Dept. of Health
2	Mbangweni Road - Mbangweni Hall	Internal/DOT
2	Off ramp from Ndulo to Ngcobo Road	Internal
2	Matimatolo to Dladla store	Internal
2	Sokhabase to Mbangweni Road	Internal/DOT
2	Maphephetheni Store Road	Internal
2	Funelakhe Access Road Upgrade	Internal
2	KwaPholi Road Upgrade	Internal
2	Ayweni Road Upgrade	Internal
2	Gwinyamathe Hall	Internal
2	Gwinyamathe to Pholi Road Upgade	Internal
2	Matimatolo Primary to KwaMajola Road	Internal

2	Rhwarhwa access road	Internal
2	Kwaskobho acces road	Internal
2	Mbangweni Sport field	Dept Sports & Recreation
2	Titus access road	Internal
2	Sangweni to Nduna access road	Internal
2	Access road from Butchery to Mkhize/Majodi	Internal
2	Mkhize Access road	Internal
2	Access to gardening project	Internal
2	Access road to KwaCele	Internal
2	Mnakeni Road	Internal
2	Esihayini Road	Internal
2	Moscow Road	Internal
2	Dladla Road	Internal
2	Busana Access Road	Internal

2	Kwagomave Road	Internal
2	Sidewalks from Sangweni to Mbangweni	DOT
2	Access road to Zakhele Primary School	Internal
2	Kwaskobho Hall	Internal
2	KwaSkobhoCreche	Internal
2	Bus Stop shelters	Internal
2	Bhema access road	Internal
2	Bhema creche	Internal
2	Storm water management	Internal/DOT
2	Youth Development Programme	Internal & other stakeholders
3	Mdlelanto Water Scheme Phase 1	Umzinyathi DM
3	Ntembisweni Water Supply Phase 2	Umzinyathi DM
3	Mbuba Access Road	Internal
3	Ntembisweni Phase 2 Housing Project	Municipality & DoHS

3	Gudlihlathi/Mbuba/Dambatha/Mdlelanto/KwaZiba Sanitation	Umzinyathi DM
3	Chibini Road	Internal
3	KwaNtuthu to Driehoek intersection	Internal
3	Mbuba Clinic	Dept of Health
3	Mdlelanto Clinic	Dept of Health
3	Mdlelanto Access road Upgrade	Internal
3	Tarring of Ntembisweni Road	Internal/DOT
3	Mdlelanto Hall	Internal
3	Kwaziba road upgrade	Internal
3	Ngqayizivele Road Upgrade	Internal
3	Mahulula access road upgrade	Internal
3	Bhakabhaka road upgrade	Internal
3	Bongumuzi Road Upgrade	Internal
3	E-One access road upgrade	Internal

3	Msimango access road upgrade	Internal
3	Zonge access roads	Internal
3	Valumlomo access road	Internal
3	Mavela access road	Internal
3	Fencing of community gardens	Municipality & Department of Agriculture
3	Benoni access road	Internal
3	Ntembisweni sports field	Internal & Department of Sports & Recreation
3	Ntembisweni Police Station	Department of Justice
3	Mowbrey Road	Internal
3	Mdlelanto Primary School	Department of Education
3	Community Services Office	Internal & COGTA
3	Upgrade of road to Dingwane	Internal & DOT
3	Community Library	Internal & Library Services
4	Thulini Water Supply	Umzinyathi DM

4	Snomboza Creche	Internal
4	Mzamoyethu creche	Internal
4	Ward 4 Sanitation	Umzinyathi DM
4	Sgedlane Electrification	Dept of Energy
4	Mthembu-Sithole Housing Project Phase 1 and 2	Municipality & DoHS
4	Hemmanesburg-Mhlazane Housing	Municipality & DoHS
4	Sgedlane Sanitation	Umzinyathi DM
4	Zinkawini to KwaSibiya Road	Internal
4	Upgrade of Mhlazane Road	Internal
4	Mhlangeni Road from Ngoje	Internal
4	Ngoje Road upgrade	Internal
4	Mhlazane from creche to Kranskop Main Road	Internal
4	Rehabilitation of Shane -Thulini Road	Internal
4	High Mast Lighting	Internal

4	Lilani to Mabomvini Road	Internal/DOT
4	Construction of Lilani Hall	Internal
4	Ngoje Hall Upgrade	Internal
4	Shane Hall Upgrade	Internal
4	Mhlazane Hall Upgrade	Internal
4	Mhlazane Hall electrification	Internal
4	Installation of lighting conductors at Mhlazane	District Municipality
4	Eshane sports field upgrade	Internal
4	Agricultural Projects	Municipality & Department of Agriculture
5	Kranskop Sewer Plant	Umzinyathi DM
5	Magwegwe/Nkawini/KwaGqama/Esinyambothi Water Supply	Umzinyathi DM
5	Dambe Sanitation	Umzinyathi DM
5	KwaMbodlo Creche	Internal
5	Kranskop Town Rehabilitation	COGTA (Small Town Rehabilitation Prog.)

5	Makhabeleni Electrification Project	COGTA, Premier's Office & Municipality
5	Kranskop Slums Clearance Project	Municipality & DoHS
5	Kranskop Phase 2 Housing Project	Municipality & DoHS
5	Kranskop Phase 1 Rectification	Municipality & DoHS
5	Continuation of Dulumbe Road Phase 2	Internal
5	Construction of MthiyaqwaRoad	MIG
5	Manzini Road Upgrade	Internal
5	Sitikitini to Gcothoyi Road	Internal
5	KwaMbodlo Road Upgrade	Internal
5	Magwegege Road	Internal
5	Rehabilitation of Sinyambothi Road	Internal
5	Mavalane Sports field	Internal
5	Dulumbe Clinic	Dept. Health
5	Mthiyaqwa creche	Internal

5	Magwegege Creche	Internal
5	KwaGqamucreche	Internal
5	Esinyambothi creche	Internal
5	Nkawini Community Hall	Internal
5	Magwegege Community Hall	Internal
5	KwaGqamu Community Hall	Internal
5	Kranskop Cemetery Fencing	Internal
5	KwaDinda Sports field	Dept. Sports and Recreation
5	Esitikitikini Community Hall	Internal
5	EsitikitikiniCreche	Internal
5	Esitikitikini Sports field	Dept. Sports and Recreation
5	Construction of Mfishane School (currently mud school)	Dept. of Education
5	Sinyambothi access roads	Internal
5	Renovation of KwaSenge Hall	Internal

5	Tarring of the main road to KwaSenge	DOT
6	Magobhe creche	Internal
6	Edimane/Gcothoyi Water Supply	Umzinyathi DM
6	Makhabeleni ElectrificationProject	COGTA, Premier's Office & Municipality
6	Makhabeleni Housing Project	Municipality & DoHS
6	Sibuyane Road	Internal
6	Engcaza/Estulwa Water Supply	Umzinyathi DM
6	Edlabe Access Road	Internal
6	Amakhabeleni Water Supply	Umzinyathi DM
6	Emasokeni Main Road	DOT
6	Edimane Bridge	Internal/DOT
6	Ophofini Sports Field	Internal
6	Dlabe Road Upgrade and Storm water drainage	Internal
6	Edlabe Access Road	Internal

6	Dakeni Access Road	Internal
6	Emasokeni Sports Field	Internal
6	Mhlabathini Road Upgrade	Internal
6	Edlabe Creche	Internal
6	Estulwa Road Upgrade	Internal
6	Khumbulane-Mhlabathini access road	Internal
6	Ophofini Hall upgrade	Internal
6	Ndundumeni Road - A & B	Internal
6	Sibuyane Hall upgrade	Internal
6	Mbobo Road	Internal
6	New road from Osizweni to Dimane	Internal
6	Nophethu (new road from Khumbulani Primary to Tugela River)	Internal
6	Edlabe Community Hall	Internal
6	New road from Ophofini High to Ntuthela road	Internal

6	Emadakeni Creche	Internal
6	Vukaphansicreche	Internal
6	MhlabathiniCreche	Internal
6	GcothoyiCreche	Internal
6	Mhlabathini Sports field	Internal
6	Gcothoyi Sports field	Internal
6	Mhlabathini Community Hall	Internal
6	Makhabeleni Skills Development Centre	Internal
6	Ophofini Peace Centre	Internal/COGTA
6	Ophofini Block making project	Internal
6	Cattle dip	Department of Agriculture
6	Magobhe Community Hall	Internal
6	Magobhe Sports field	Internal
6	Ophofini road to Kranskop	Internal/DOT

6	Estulwa creche	Internal
6	Alien Plant Removal Project	Department of Agriculture
6	KaNcambe and Mankankaneni courseway	Internal
6	Mbobo road to link Dabe road	Internal
6	Vavuna courseway	Internal
6	Emadakeni Main road/Ndumakude	Internal
6	Emadakeni sports field	Internal
7	Dingwana/Nseleni/Nqabeni Bulk Wat1er	Umzinyathi DM
7	Nseleni/Dingwana Sanitation	Umzinyathi DM
7	Nseleni Access Road Upgrade	Internal
7	France/Angola Access Road Upgrade	Internal
7	France/Angola Speed Humps	Internal
7	Enhlalakahle Roads Rehabilitation	Internal
7	Enhlalakahle Ring Road	Internal

7	Townlands Main Road Upgrade	Internal
7	Old Cemetery Road Upgrade	Internal
7	Nseleni Bus Shelters	Internal
7	Enhlalakahle Bus Shelters	Internal & Sports and Recreation
7	Enhlalakahle Stadium Upgrade	Internal & Sports and Recreation
7	Enhlalakahle sports field (next to Tholinhlanhla School) Upgrade	Internal & Sports and Recreation
7	EnseleniCreche	Internal
7	Enseleni Clinic Construction	Dept. of Health
7	Enhlalakahle Youth Skills Centre	Internal
7	Nseleni Sports Field	Dept. of Sports & Recreation
7	Enhlalakahle Flood lights crossing over to France	Internal
7	Street Naming Project	Internal
7	Tennis road upgrade	Internal

7	Enhlalakahle Phase 2 Housing Project	Municipality & DoHS
7	Nseleni Housing Project	Municipality & DoHS
7	Nqabeni Housing Project	Municipality & DoHS
7	Solomon Mzolo speed humps	Internal
7	Nqabeni road	Internal
7	Nqabeni Electrification	Internal/ESKOM
8	Ngome Water Supply	Umzinyathi DM
8	Esihlabeni/Emagcumeni/Msengeni/Mahluzibani/Esiphisaneni Water	Umzinyathi DM
8	Mjintini Access Road	Internal
8	Nsundu/Matishane/Ngcakini/Mpanza 1 &2 Water Supply	Umzinyathi DM
8	Zanqaweni/Mpalazi/ Mbalane/Mudeni/Portion of Vondlela Water	Umzinyathi DM
8	Nsundu Road with related course way	Internal/DOT
8	Msamo Access Road	Internal
8	Esihlabeni Access Road5	Internal

8	Ophathe Access Road	Internal
8	Vondela Access Road	Internal
8	KwaNsundu/Mpanza access road	Internal
8	Nsundu bridge	Internal/DOT
8	Mdumbeni bridge upgrade	DOT
8	Nkonyane access road	Internal
8	Msengeni access road	Internal
8	Maqwayibeni access road	Internal
8	Magcumeni access road	Internal
8	Bhalabhala access road	Internal
8	Msijini access road	Internal
8	Shabalala access road	Internal
8	Nyaleni access road	Internal
8	Mdlezane access road	Internal

8	Chibini access road	Internal
8	Zanqaweni access road	Internal
8	Esihlabeni Access Road	Internal
8	Mahluzibani access road	Internal
8	Msamo access road	Internal
8	Kwaleje access road	Internal
8	Nkonyanecreche	Internal
8	Emagcumenicreche	Internal
8	Mbalanecreche	Internal
8	Esihlabenicreche	Internal
8	Ophathecreche	Internal
8	Elangeni creche	Internal
8	Emahluzibani creche	Internal
8	Engcakini creche Upgrade	Internal

8	Esihlabeni Sports field	Internal
8	Mpanza Sports field	Dept. of Sports & Recreation
8	Msamo Sports field	Dept. of Sports & Recreation
8	Ngubevu Sports field	Dept. of Sports & Recreation
8	Elangeni Sports field	Dept. of Sports & Recreation
8	Matishane Sports field	Dept. of Sports & Recreation
8	Ngcakini Sports field	Dept. of Sports & Recreation
8	Kwaleje Community Hall	Internal
8	Mpanza Community Hall	Internal
8	KwaNsundu Community Hall	Internal
8	Nkonyane Community Hall	Internal
8	Esihlabeni Community Hall	Internal
8	Msengeni Community Hall	Internal
8	Elangeni Community Hall	Internal

8	Engcakini Community Hall	Internal
8	Ngubevu Community Hall	Internal
8	Ngome Clinic	Dept. of Health
8	Ngome Library	Dept. of Education
8	Nkanini creche	Internal
9	Ephembuluka Water Supply	Umzinyathi DM
9	Bomvini Water Supply	Umzinyathi DM
9	Extension 9 and 14 Water Supply	Umzinyathi DM
9	Community Service Centre	Internal
9	Greytown Slums Clearance Project Water Supply	Umzinyathi DM
9	Brick Yard/TinTown/Ghost Town/Coloured Village Water Supply	Umzinyathi DM
9	Greytown Slums Clearance Sanitation Project	Umzinyathi DM
9	Rehabilitation of Durban Street	DOT
9	Rehabilitation of Greytown town roads and storm water Phase 2	Internal

9	Greytown Traffic lights	Internal
9	Informal traders market and vending stalls	Internal
9	Acarcia Park Rehabilitation	Internal
9	Upgrading Sports Facilities	Internal
9	Lakhi's Sports field	Internal
9	Speed Humps in town roads	Internal
9	Surveillance Cameras in Greytown	Internal
9	Construction of a New Testing Station	Internal
10	Phasiwe/Seven Oakes/Mispah/Khusane Water Supply	Umzinyathi DM
10	Phasiwe/Seven Oakes/Mispah/Khusane Sanitation	Umzinyathi DM
10	Phasiwe Creche/ Hall	Internal
10	Phasiwe Access Road	Internal
10	Phasiwe/Seven Oakes/Mispah Housing Project	Municipality & DoHS
10	King Edward Sports Complex	Internal

10	Rehabilitation of Industrial Roads	Internal
10	Seven Oakes and Mispa Road - Speed Humps	DOT
10	Rehabilitation of Seven Oakes to Upper Umvoti Main Road	DOT
10	Mncane Road - Speed Humps	Internal
10	Mispah creche	Internal
10	Land acquisition	Department of Land Reform & Rural Development
11	Emanandini/Jestinah/Mbalane 1 & 2 Water Supply	Umzinyathi DM
11	Nyonini/Mhlopheni/Tshekane 1 & 2/Entabenzima Water Supply	Umzinyathi DM
11	Muden- Ward 11 Housing Project	Municipality & DoHS
11	Muden Community Hall	Internal
11	Emhlazane/Emacongco Water Supply	Umzinyathi DM
11	Emhlazane Road Upgrade	Internal/ DOT
11	Nkambeni Road	Internal
11	Ntabenzima access road upgrade	Internal

11	Bhuyeni Primary School	Dept of Education
11	Tshekane 1 & 2	Internal
11	Mbalane High School	Dept of Education
11	Mbalane 1 access roads upgrade - Mkhobela road - Ngxabela road - Malongwane road - Mahololwane road - Madaside road & course way - Magwinya road - Edwaleni road & courseway - Manqakwini road	Internal
11	Mbalane 2 access roads upgrade	Internal
11	Vovoni Road	Internal
11	Nyonini access road upgrade	Internal
11	Muden Thusong Road	Internal
11	Emhlopheni access road	Internal
11	Nyonini Sports field	Internal
11	Tshekane 1 & 2 sports field	Internal

11	Emacongco Sports field	Internal
11	Emacongco Creche	Internal
11	Mbalane 2 creche	Internal
11	Mhlopheni creche	Internal
11	Tshekane 1 & 2 Community Hall	Internal
11	Mbalane 2 Primary School	DoE
11	Agriculture Development	Municipality, Department of Agriculture & Umzinyathi district
11	Courseway to Squmbe	Internal
11	Mbalane road to Gaywood (Main Road)	DOT
11	Mbalane bridge upgrade	Internal
11	Courseway to Mphumela area	Internal
11	Courseway to KwaTom area	Internal
11	Upgrade of Mbalane sports field	Internal
11	Malungwane sports field	Internal

11	Solar panels at KwaTom	Internal
11	Ehlabeni creche	Internal
11	Hhange creche	Internal
11	Road from KwaFanyana to KwaLeje	Internal
11	Mkhewani road	Internal
11	Lighting conductors	Umzinyathi District
11	Emanandini sports field	Internal
11	Fanyana Hall	Internal
11	Road from Ekhumulweni to Emqubeni	Internal
11	Road from Nkwalini to Nkambini	Internal
11	Road from Mvumvini to Nkwalini	Internal
11	Mvuvini Hall	Internal
11	Kopini access road	Internal
11	Nkambini sports field	Internal

11	Ntabenzima Hall	Internal
11	Emhlazane Hall & creche	Internal
11	Bomvini Hall	Internal
11	Mhlanti access road	Internal
11	Solar Street lighting	Internal
11	Ward 11 Bus Shelters	Internal

5.1.9.4 SECTOR DEPARTMENTS INVOLVEMENT

5.1.9.4.1 UMZINYATHI DISTRICT MUNICIPALITY WATER AND SANITATION PROJECTS

Table 66: Umzinyathi District projects for the 2015/16 financial year

PROJECT NAME	MUNICIPALITY	BUDGET 2014/2015	BUDGET 2015/2016	BUDGET 2016/2017
Muden-Ndaya-Keates Drift	Umvoti/Msinga	R18 000 000	R30 000 0000	-
Muden Regional Water	Umvoti	R15 000 000	-	-
Ophathe Water	Umvoti	R18 514 000	R16 962 000	
Makhabeleni Phase 6	Umvoti	R16 000 000	R11 873 000	-
Makhabeleni Final Phase	Umvoti	-	R35 000 000	
Umvoti Bulk	Umvoti	R35 000 000	148 000 000	-
Umvoti Sanitation Area Plan	Umvoti	R4 000 000	R3 000 000	-

5.1.9.4.2 DEPARTMENT OF COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

5.1.9.4.2.1 LOCAL ECONOMIC DEVELOPMENT (LED) GRANT

Table 67: LOCAL ECONOMIC DEVELOPMENT (LED) GRANT

Ward	Project Name	Budget	Status
5	Kranskop Public Realm Upgrade: Rehabilitation of P16-2, construction of stormwater drainage, road markings and Informal Traders Stalls	R5 000 000-00	Project at planning phase
9	Greytown Public Realm: Beautification of Okes Street, Voortrekker Street and Durban Street and sidewalks	R5 000 000.00	Construction in progress
2	Matimatolo Community Service Centre		PDA application in progress

Table 68: COGTA MEC's Office

Ward	Project Name	Budget	Status
5 and 6	100 - Day Commitments Umvoti Municipality Makhabeleni Electrification	R5 214 082-00	Design Stage and the Challenge is that there are network constraints in the substations.

5.1.9.5.1 DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM

5.1.9.5.2 Department of Rural Development & Land Reform Projects

Table 69: Department of Rural Development & Land Reform Projects

Project Name	Budget	Commodity	Status
Recapitalization and Development Programme (RADP) Section			
Mooidraai/Simunye	R18 242 735.00	Vegetables & maize	Not yet approved
Land Development Objective (LDO) Acquisition and Planning			
White Cliff	R1 391 694-00	Livestock	Offer accepted project to be presented to PTC
Mvemve	R2 700 000-00	Grazing	PIR to be finalized and sent to DD

5.1.9.6.1 DEPARTMENT OF ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS (EDTEA)

Table 70: EDTEA Cooperatives Unit projects

PROGRAMME	PROJECT	AMOUNT	COMMENTS
CO-OPERATIVES	Sekuseduze Cooperative	R500 000-00	Project Functional
	Mooidraai Cooperative	R207 353-32	Project Functional
	Silindokuhle Cooperative	R500 000-00	Project Functional
COOPERATIVES REGISTERED BY EDTEA			
	Mooidraai Cooperative	Registered	Awaiting Certificate
	Khethokuhle Cooperative	Registered	Awaiting Certificate

	Sizabuhle Cooperative	Registered	Awaiting Certificate

5.1.9.6.2 Environmental Projects funded by Department of Environment Affairs

Table 71: Environmental Projects

Project Name	Local Municipality	Project Budget
Umvoti Buy Back Centre	Umvoti Municipality	7 000 000
Regional Landfill site	Umvoti Municipality (funded through District and will be shared by Umvoti & Msinga)	14 000 000

5.1.9.7 ESKOM: INFRASTRUCTURE PLANNING

The following projects are meant to address the network problem in Greytown and surroundings:

- Proposed Greytown 132/11kV Sub
- 2nd 33kV line to supply Greytown and improve voltages at the sub.

5.1.9.8 Human Settlements approved projects (as per business plan for 2015-2018)

Table 72: Human Settlements approved projects

PROJECT NAME	STATUS	SUB-PROGRAMME BUSINESS PLAN INSTRUMENT	BUDGET 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Amakhabeleni Rural Housing Project	Construction	1.6a Rectification of RDP Stock 1994-2002	R3 305 000	R23 590 000	R16 910 000
Mthembu Sithole Rural Housing Project	Construction	4.2 Rural Housing: Communal Land Rights	-	R13 350 000	R10 062 000
Mbulwane Rural Housing Project (Ward 1)	Construction	4.2 Rural Housing: Communal Land Rights	-	R13 350 000	R8 900 000
Greytown Slums Clearance	Construction	2.4 Informal Settlement Upgrading	R5 290 000	-	-
Emergency Housing Projects	Construction	2.7a Emergency Housing Assistance (current commitments)	R7 920 000	-	R 4 089 000
OSS Projects	Construction	2.7a Emergency Housing Assistance (current commitments)	R4 272 000	-	-
Nhlalakahle Phase 2 (Ward 7)	Planning	2.2a Integrated Residential Development Programme: Phase 1 Planning and	-	R1 522 000	-

		Services (Informal Settlements)			
Matimatolo Phase 2 Rural Housing Project	Planning	4.2 Rural Housing: Communal Land Rights	-	R2 835 000	R2 835 0000
Mthembu Sithole Rural Housing Project	Planning	4.2 Rural Housing: Communal Land Rights	R2 700 000	-	-
Muden Rural Housing Project	Planning	4.2 Rural Housing: Communal Land Rights	-	-	-
Mbulwane Rural Housing Project (Ward 1)	Planning	4.2 Rural Housing: Communal Land Rights	-	R2 835 000	R2 835 000
Land Purchases	Land Procured	1.13a land parcels procured	-	-	R10 000 000

5.1.9.8 WORLD VISION

Table 73 : World Vision Programmes

HIV AND AIDS	FY13	FY14	FY15	WARD	BENEFICIARIES
GOAL					
	190 children (158 girls & 32 boys) between the ages of 12-15 years from Matimatolo and Mbangweni were trained on HIV and AIDS.	A total of 305 children (95 boys and 210 girls) acquired more knowledge on HIV and AIDS as well as Value Based Life Skills education (VBLS). This was achieved through life skills training that aimed to reduce HIV infection rate amongst young people by decreasing their risk taking behaviour in general to motivate for change in realization of their self- value and destiny.	105 children were trained on HIV / AIDS and Gender weekend training		600 children
		The programme facilitated HIV and AIDS training, using Siyayinqoba Beat It Modela aimed at providing children with knowledge on HIV and help them to be more confident in avoiding risky behaviour and to be able to accept and live with those who are infected by HIV at household level. This training was conducted in close collaboration with pastors who were trained on Channels of Hope for HIV /AIDS, Gender Based Violence and facilitator from Umvoti Aids Centre and Insikayethu Support group which is one of the structures at the community level.			175
	18 Children from 5 Primary schools participated in HIV and AIDS inter- debates competition from five Primary schools	Community Care givers under the Department of Health a total number of 91 Community Care Givers (CCG's)(90 females and 1 male) were supported with care kits (hanging scales, cooler bags for vitamin A ect). The project aimed to improve the wellbeing of 150 children between the ages of 0-59month.	12 Philamtwana Centres were supported with 12 baby scales and 12 Personnel scales for children between the ages of 0-59 months		91

		A total number of 6 Pastors (all males) trained on Channels of Hope for Gender using Channels of Hope are transferring the knowledge to other church members and communities in their villages.	30 people were trained on Community Voice and Action and on Human Rights		36
	175 People attended HIV and AIDS awareness + marathon on abstinence that was held at Matimatolo (Busana Sports ground , +- 48 people went for VCT	A total number of 150 (43 females and 107 males) youth, between the ages of 12 to 18, participated in marathon on abstinence aimed to increased community awareness on HIV and AIDS, drug and alcohol abuse.			325
		5 High schools participated in Sports tournaments that were done in collaboration with the Department of Education. World Vision supported with trophies and soccer kits for winners	9 Schools participated in soccer tournament's where World Vision supported with trophies and soccer kits for the winners		154 boys
HEALTH AND NUTRITION	**FY13**	**FY14**	**FY15**	**WARD**	**BENEFICIARIES**
GOAL					
	Construction of two blocks of toilets in Doremi and Mahlokomani Primary schools of ward 1 of Umvoti Municipality	Households supported to produce fruit trees. There were 635 households including children from two Primary schools (Domrey and Mahlokomane) that were supported with Navel Oranges fruit trees. The objective of this project is to compliment health and nutrition activities within the ADP projects and contributes to improved health and nutritional status of the families within Umvoti area.	In ensuring that children are protected from infectious diseases, two communities (Enseleni and Mbangweni) were supported with 8 water Tanks which benefited 656 children (369 girls and 231 boys) Boys and girls now have access to clean water for drinking, which has prevented them from being affected by water borne diseases.		935

			The community has been walking long distances to fetch water and sharing water with animals. Umvoti Municipality with the support from the District Municipality is ensuring that these water tanks are filled with water at least twice a week.		
	The community of Thulini was supported with five water tanks to improve their water system and hygiene in order to prevent waterborne diseases that might affect the community	In ensuring that households have access to clean water, a total number of 196 households benefited with 18 communal water tanks in 4 ADP villages with the total number of 1683 (705 boys and 978 girls) benefiting. Prior to this intervention the community had reported that they were walking long distances which is more than 10 km to get water from the river, they were sharing water with animals and children could not focus on their school work.			393 households(1683 children)
	Four churches + five community gardens were supported with agricultural fencing materials to start church gardens. Through these gardens pastors and church members are now taking responsibility in making sure that children are cared for and protected.	The project supported 58 households with fencing material.			168 boys and girls
	Sixty people (4 males and 56 females) from six community projects (Eshane, Matimatolo and	Training on proper utilization and conservation of diversified crops, 55 households that were trained are using the skills and knowledge			119 household

	Enseleni area) have been trained on vegetable processing (food preparation).This training have capacitated project members with knowledge and skills on vegetable processing as	acquired to provide their children with healthy food.			
	A total number of 75 people from Eshane and Matimatolo were trained on Voluntary Savings and Loan Association , which is there to address the root cause of lack of capital and inability to save at household level but also to increase social capital and improved social status especially for women	In contributing to household's practicing savings and assets creation; a total number of 91 people (90 females and 1 male) were capacitated with knowledge on savings. Through Voluntary savings and Loan Association concepts.	20 People were trained on Voluntary Savings and Loans Associations		111 people
	12 children (5 males and 7 females) between the ages of 1- 7 years from three families have been supported with food parcels. These children are from disadvantaged families who are poverty injured.	Support Ukuthula Clinic (Nhlalakahla township) with 5 Gazibos.			56 children
EDUCATION					
GOAL					
	These children are different compared to those who didn't attend	A total number of 442 boys and girls from three wards where the programm is operating are participating in psychomotor course and are now	In ensuring that children are educated for life, the total number of 411 (216		

	psychomotor in terms of behaviour and the way they communicate with each other. There are 497 (167 boys and 330 girls	able to control their emotions. Children who have attended Psychomotor education are now able to resolve conflicts without involving adults and they are more confident, play freely and patient with one another	boys and 225 girls) children from five primary schools, between the ages of 3-6 years participated years of age, participated in Psychomotor education. Psychomotor promotes non-violence and deals with psychological thinking of children. Parents have reported that their children's confidence has improved and they are now able to express and control their emotions, since they attended psychomotor. Psychomotor has been introduced to 6 Primary Schools in Umvoti. This was after 15 Grade R teachers from these Primary schools received level one Psychomotor training which enables them to conduct these lessons		
		Distributed 600 bicycles to secondary schools students to enable them to access school.			
		Total number of children from 10 schools participated in the inter school debates competition	A total number of children from 7 Primary and 13 High schools participated in Inter		128 children

			school debates competition		
CHILD PROTECTION/ EARLY CHILD HOOD DEVELOPMENT					
		In ensuring that children are spiritually nurtured in their churches with the support from Sunday school teachers, World Vision held a Sunday school competition where 5 churches attended and total number 2000 Zulu children bibles were distributed to children between the ages of 4-5 years where 200 children benefited.			200
		In building the capacity of community structures to respond to child protection issues, the project conducted child protection training for community structures. The training was held in collaboration with the Department of Social Development as this is the department that deals with child abuse issues.			
		In ensuring that children are educated for life and their public speaking skills improved, the ADP in partnership with the Department of Education facilitated an inter-school debates competition for 14 primary and 8 high schools. A total number of 155 (77 boys and 78 girls) participated in the debates. This has boosted self-esteem within children and their public speaking skills has improved.			155
		A total number of 7 children were supported with wheelchairs to ensure that they are cared for.			7
		Advocate by celebrating key moments such as Mandela Day, World AIDS Day, Youth Day, Child Protection Week, Take a girl child to work.			

Humanitarian Emergency Affairs					
		The programme contributed in the response to Xenophobia and Hailstorms within Umvoti municipality. The programme participated in the steering committee for xenophobia response. The programme procured clothing, blankets, nappies, food for young children and babies and adult hygiene kits to support the refugee camp in Umvoti.			

5.2 IMPLEMENTATION PLAN

Umvoti Municipality has prepared the implementation plan according to the National Key Performance Areas and they are also aligned to the departments of the municipality in relation to their implementation. The implementation plan serve as the alignment vehicle between the IDP and Budget. The implementation plan has committed human and financial resources to enable the municipality to achieve its developmental mandate.

Table 74: Implementation Plan

KEY PERFORMANCE AREA	PROJECT NAME	PROJECT BUDGET			RESPONSIBLE DEPARTMENT
		2014/15	2015/16	2016/17	
BASIC SERVICE DELIVERY	Construction of roads	11 761 053	0	0	**TECHNICAL SERVICES & COMMUNITY SERVICES**
	Electrification	14 705 000	0	0	
	Construction of Community Facilities (Rural Areas)	14 350 00	0	0	
	Lake Merthley	200 000	0	0	
	Greytown Library	124 000	0	0	
	Additional Civic Building	850 000	0	0	
	Cemetery	5 010 000	0	0	
	Mechanic Workshop	120 000	0	0	
	Cleansing	5 460 000	0	0	

	Parks and Gardens	222 000	0	0	
MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT	Skills Development	200 000	0	0	**CORPORATE SERVICES**
FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	Financial Services	2 543 000	0	0	**FINANCE**
GOOD GOVERNANCE, PUBLIC PARTICIPATION AND WARD COMMITTEE SYSTEMS	**Special Programmes:** Youth and Sports	200 000	0	0	**CORPORATE SERVICES &MUNICIPAL MANAGER'S OFFICE**
	Women Upliftment and maidens	270 000	0	0	
	Widows, elderly and children	160 000	0	0	
	Community Services Ward administration	550 000	0	0	
	Community Participation	600 000	0	0	
	Civic Honour Function	250 000			
CROSS CUTTING INTERVENTIONS	Procurement of disaster relief material	250 000	0	0	**COMMUNITY SERVICES**

SECTION 6: FINANCIAL PLAN

6.1 INTRODUCTION

6.1.1 LEGISLATIVE FRAMEWORK

The Municipality's financial affairs are guided by the Municipal Finance Management Act. This is also the basis open which the Municipality's Budget will be formulated. This financial plan will outline the municipality's financial strategies and policies that will guide the implementation of the IDP and budget for 2014/15. It will also address debt collection strategies, revenue generation, asset management and a summary of the Auditor General Report and responses by management. The financial plan will also indicate all projects with budgets and timeframes within the municipal area which are not included in the municipal budget.

6.1.1.2 ASSETS AND LIABILITIES

Table 75: MBRR Table A6 - Budgeted Financial Position

KZN245 Umvoti - Table A6 Budgeted Financial Position

Description	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
ASSETS										
Current assets										
Cash	4 296	1 027	5 296					5 000	6 000	5 000
Call investment deposits	60 020	47 491	53 693	53 693	53 693	53 693	–	25 903	27 198	29 732
Consumer debtors	18 590	18 619	21 880	21 880	21 880	21 880	–	22 416	20 216	19 066
Other debtors	1 807	10 329	1 854	1 854	1 854	1 854		1 500	1 400	1 300
Current portion of long-term receivables	31	1			–	–				
Inventory	1 364	1 462	2 299	2 299	2 299	2 299		1 800	1 800	1 800
Total current assets	86 097	78 930	86 221	79 926	79 926	79 926	–	56 618	56 614	56 897
Non current assets										
Long-term receivables										
Investments										
Investment property	20 884	20 884	20 884	20 884	20 884	20 884		30 884	40 884	50 884
Investment in Associate										
Property, plant and equipment	363 713	386 428	395 937	395 937	395 937	395 937	–	488 159	496 159	490 159
Agricultural										
Biological										
Intangible	149	148	147	147	147	147		3 500	3 500	3 500
Other non-current assets										
Total non current assets	384 746	406 460	416 969	416 969	416 969	416 969	–	519 543	539 543	544 543
TOTAL ASSETS	470 843	485 390	503 189	496 894	496 894	496 894	–	576 161	596 157	601 440
LIABILITIES										
Current liabilities										
Bank overdraft										
Borrowing	–	–	–	–	–	–	–	3 000	3 000	3 000
Consumer deposits	1 988	2 139	2 274	2 274	2 274	2 274		2 000	2 000	2 500
Trade and other payables	32 412	28 532	26 164	26 164	26 164	26 164	–	20 150	22 120	19 130
Provisions	339	461	364	364	364	364				
Total current liabilities	34 740	31 132	28 801	28 801	28 801	28 801	–	25 150	27 120	24 630
Non current liabilities										
Borrowing	–	–	–	–	–	–	–	35 000	30 000	25 000
Provisions	8 023	14 382	15 399	15 399	15 399	15 399	–	14 715	14 715	14 715
Total non current liabilities	8 023	14 382	15 399	15 399	15 399	15 399	–	49 715	44 715	39 715
TOTAL LIABILITIES	42 762	45 513	44 200	44 200	44 200	44 200	–	74 865	71 835	64 345
NET ASSETS	428 081	439 876	458 989	452 694	452 694	452 694	–	501 297	524 323	537 096
COMMUNITY WEALTH/EQUITY										
Accumulated Surplus/(Deficit)	116 151	139 697	171 530	171 530	171 530	171 530		489 037	511 973	524 336
Reserves	311 930	299 906	288 130	288 130	288 130	288 130	–	12 260	12 350	12 760
Minorities' interests										
TOTAL COMMUNITY WEALTH/EQUITY	428 081	439 603	459 661	459 661	459 661	459 661	–	501 297	524 323	537 096

The above table shows the effect of the budget on the financial position of the municipality at the end of each budget year.

6.1.1.3 OPERATING REVENUE FRAMEWORK.

For Umvoti Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of the municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the Municipality and continued economic development;
- Efficient revenue management, which aims to ensure a 90 per cent annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

The following table is a summary of the 2014/15 MTREF (classified by main revenue source):

Table 76: Summary of revenue classified by main revenue source

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Revenue By Source									
Property rates	13 799	18 823	21 525	22 598	28 605	28 605	30 321	31 777	33 652
Property rates - penalties & collection charges	1 251	1 127	1 358	1 551	1 300	1 300	1 370	1 444	1 529
Service charges - electricity revenue	42 433	48 880	53 381	56 539	56 539	56 539	62 588	70 086	78 483
Service charges - refuse revenue	5 290	5 534	5 977	6 258	6 258	6 258	6 648	6 980	7 329
Service charges - other	583	708	650	798	798	798	1 455	1 584	1 675
Rental of facilities and equipment	2 819	2 881	3 067	3 107	3 091	3 091	3 526	3 557	3 574
Interest earned - external investments	3 261	3 886	3 641	3 000	3 000	3 000	3 100	3 100	3 150
Interest earned - outstanding debtors	154	170	233	180	180	180	191	200	212
Fines	491	846	566	805	405	405	425	446	469
Licences and permits	1 914	1 990	1 767	1 955	1 955	1 955	2 170	2 278	2 392
Agency services	970	1 054	1 106	1 150	1 150	1 150	1 150	1 208	1 268
Transfers recognised - operational	44 951	52 018	62 806	66 465	68 778	68 778	87 099	85 235	85 455
Other revenue	841	288	1 203	141	141	141	847	764	803
Total Revenue (excluding capital transfers and contributions)	**118 737**	**138 015**	**157 370**	**164 546**	**172 198**	**172 208**	**200 890**	**206 659**	**219 991**

Table 77: Percentage growth in revenue by main revenue source

Description	Current Year 2014/15		2015/16 Medium Term Revenue & Expenditure Framework					
R thousand	Adjusted Budget	%	Budget Year 2015/16	%	Budget Year +1 2016/17	%	Budget Year +2 2017/18	%
Revenue By Source								
Property rates	28 605	17%	30 321	15%	31 777	15%	33 652	15%
Property rates - penalties & collection charges	1 300	1%	1 370	1%	1 444	1%	1 529	1%
Service charges - electricity revenue	56 539	33%	62 588	31%	70 086	34%	78 483	36%
Service charges - refuse revenue	6 258	4%	6 648	3%	6 980	3%	7 329	3%
Service charges - other	798	0%	1 455	1%	1 584	1%	1 675	1%
Rental of facilities and equipment	3 091	2%	3 526	2%	3 557	2%	3 574	2%
Interest earned - external investments	3 000	2%	3 100	2%	3 100	1%	3 150	1%
Interest earned - outstanding debtors	180	0%	191	0%	200	0%	212	0%
Fines	405	0%	425	0%	446	0%	469	0%
Licences and permits	1 955	1%	2 170	1%	2 278	1%	2 392	1%
Agency services	1 150	1%	1 150	1%	1 208	1%	1 268	1%
Transfers recognised - operational	68 778	40%	87 099	43%	85 235	41%	85 455	39%
Other revenue	141	0%	847	0%	764	0%	803	0%
Gains on disposal of PPE								
Total Revenue (excluding capital transfers and contributions)	**172 198**	**100%**	**200 890**	**100%**	**208 659**	**100%**	**219 991**	**100%**

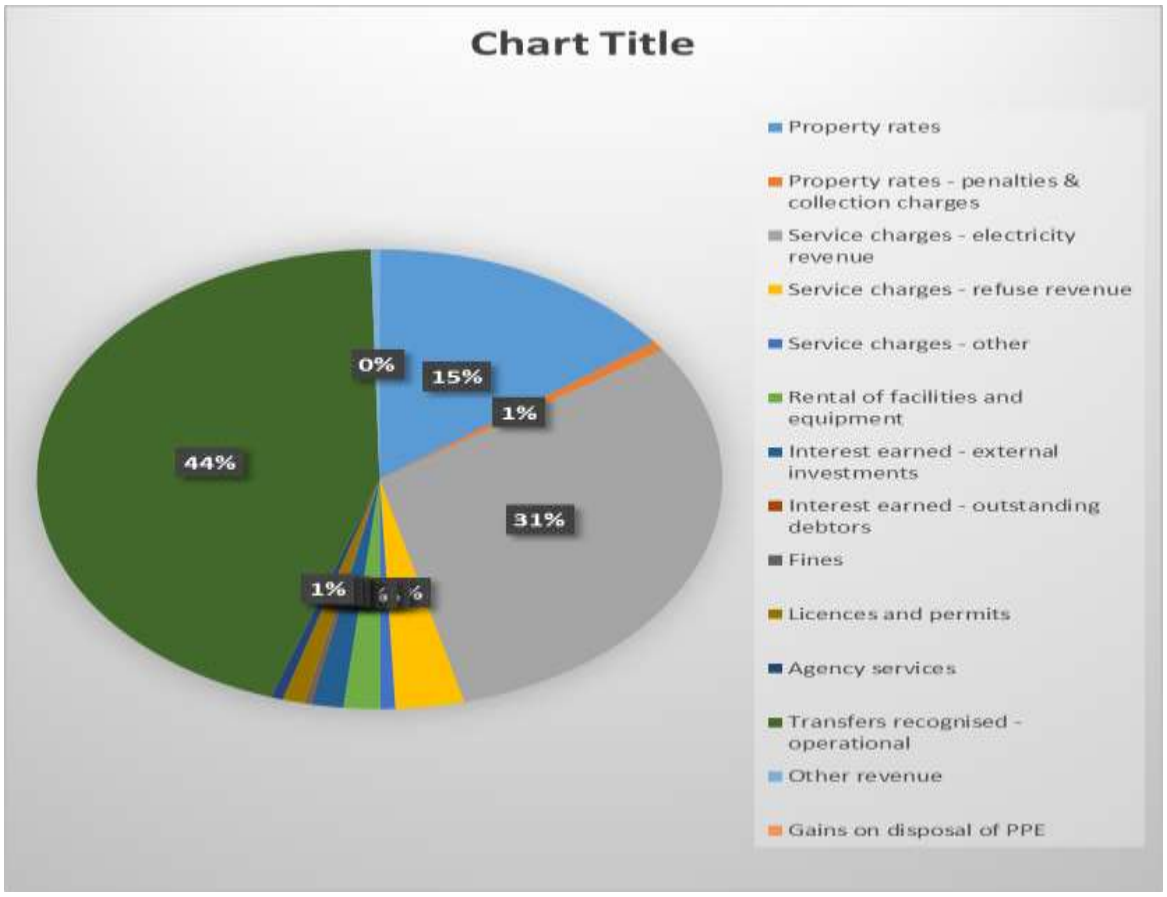
Revenue generated from Electricity services charges forms a significant percentage of the revenue basket of Umvoti Municipality. Electricity service charges revenue comprise of 31 percent (R62.5 million) of the total Operating revenue for the 2015/16 budget year, followed by Property rates contributing 15 percent (R30.3 million) towards the total Operating budget and Refuse Removal contributes only 3 percent (R6.6 million). The trading services and Property services combined contribute 49 percent towards the total revenue mix.

The 'Other revenue' constitute only 8 percent towards total Operating Revenue, which consists of various items such as income received from permits and licenses, building plan fees, connection fees, transport fees and advertisement fees. Departments have been urged to review the tariffs of these items on an annual basis to ensure they are cost reflective and market related.

The financial performance revenue budgeted indicates an increase of 16.5 per cent of the 2015/16 revenue to be billed and allocated through government grants when compared with the 2014/15 adjusted budget. The significant increase in revenue is due to the increase of the Equitable Share and the 12.2 per cent increase in tariff of charges for Electricity service charges

The following graph is a breakdown of the operational revenue per main category for the 2014/15 financial year.

Figure 69: Operational revenue per main category



6.1.1.4 FUNDING SOURCES

Operational Grants Transfers amounts to R89.2 million and contributes 44 percent towards the Operating Revenue budget in 2015/16. The Transfers increases to R93.4 million in 2016/17 and R94.8 million in 2017/18. The following table gives a breakdown of the various grants and subsidies allocated to the municipality over the medium term

Table 78: Operating Transfers and Grant Receipts

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
RECEIPTS:									
Operating Transfers and Grants									
National Government:	31 240	38 762	44 262	51 798	51 798	51 798	87 905	92 069	93 209
Local Government Equitable Share	30 040	36 522	41 962	49 358	49 358	49 358	85 271	89 352	90 391
Finance Management	1 200	1 450	1 500	1 550	1 550	1 550	1 700	1 750	1 800
Municipal Systems Improvement		790	800	890	890	890	934	967	1 018
Integrated National Electrification Programme									
Provincial Government:	16 273	18 372	2 672	830	830	830	1 260	1 329	1 620
Health subsidy	1 183	1 620							
Sport and Recreation	525		150						
Cogta Grants-Provincial	14 565	16 752	2 522	830	830	830	1 260	1 329	1 620
District Municipality:	–	–	–	–	–	–	–	–	–
Other grant providers:	–	–	–	–	–	–	–	–	–
Total Operating Transfers and Grants	47 513	57 134	46 934	52 628	52 628	52 628	89 165	93 398	94 829

6.2 OPERATING EXPENDITURE FRAMEWORK

The Municipality's expenditure framework for the 2014/15 budget and MTREF is informed by the following:

- The asset renewal strategy and the repairs and maintenance plan;
- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
- The capital programme is aligned to the asset renewal strategy and backlog eradication plan;
- Operational gains and efficiencies will be directed to funding the capital budget and other core services; and
- Strict adherence to the principle of *no project plan no budget*. If there is no business plan no funding allocation can be made.

The following table is a high level summary of the 2014/2015 budget and MTREF (classified per main type of operating expenditure):

Table 79: Summary of operating expenditure by standard classification item

Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Expenditure By Type											
Employee related costs	2	34 671	40 809	46 069	71 856	60 500	60 500	–	83 011	83 249	86 666
Remuneration of councillors		4 668	6 488	6 868	6 320	7 820	7 820		8 484	8 909	9 354
Debt impairment	3	9	3 532	464	4 325	2 700	2 700		2 700	1 500	1 000
Depreciation & asset impairment	2	16 823	17 560	19 425	21 543	21 973	21 973	–	21 402	22 585	23 827
Finance charges		23	16						1 364	1 239	1 127
Bulk purchases	2	29 004	31 537	32 856	41 000	41 000	41 000	–	48 836	53 162	60 073
Other materials	8								243	260	274
Contracted services		11 938	13 239	10 628	13 383	10 201	10 201	–	16 616	16 038	16 558
Transfers and grants		1 103	1 268	2 322	42 544	911	911	–	2 400	2 529	2 671
Other expenditure	4, 5	28 649	30 993	36 538	25 383	40 544	40 544	–	29 099	29 717	33 493
Loss on disposal of PPE											
Total Expenditure		126 889	145 442	155 168	226 353	185 649	185 649	–	212 159	219 187	234 843

For the 2015/16 an amount of R63.1 million has been appropriated for the development of infrastructure which represent 59.8 per cent of the total proposed capital budget.

The municipality is under plans of sourcing funding of constructing new office block, upgrading the testing station and procurement of heavy duty equipment through borrowings. MFMA Section 46 need to be followed in order to secure funding, which include a consultation process with the public for the proposed loan of R30 million. MFMA Circular No.58 will be followed to apply for approval for the construction of office block to National Treasury.

6.3 CASH AND INVESTMENTS

Table 80: MBRR Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

KZN245 Umvoti - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Cash and investments available											
Cash/cash equivalents at the year end	1	64 314	48 518	59 860	11 789	47 641	47 641	–	46 739	64 996	67 903
Other current investments > 90 days		1	1	327	42 103	6 252	6 252	–	(15 837)	(31 797)	(33 171)
Non current assets - Investments	1	–	–	–	–	–	–	–	–	–	–
Cash and investments available:		64 315	48 518	60 188	53 893	53 893	53 893	–	30 903	33 198	34 732
Application of cash and investments											
Unspent conditional transfers		14 210	6 562	4 741	4 741	4 741	4 741	–	5 000	4 000	3 000
Unspent borrowing		–	–	–	–	–	–		–	–	–
Statutory requirements	2										
Other working capital requirements	3	–	–	–	–	–	–	–	–	–	–
Other provisions											
Long term investments committed	4	–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	5										
Total Application of cash and investments:		14 210	6 562	4 741	4 741	4 741	4 741	–	5 000	4 000	3 000
Surplus(shortfall)		50 105	41 956	55 446	49 151	49 151	49 151	–	25 903	29 198	31 732

6.4 DEFICIT

Table 81: Surplus/(Deficit) calculations for the trading services

Standard Classification Description	2011/12	2012/13	2013/14	Current Year 2014/15		2015/16 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Service Charges-Electricity	46 984	53 893	53 381	70 352	70 352	87 588	95 086	98 483
Total Operating Expenditure	(41 407)	(49 191)	(49 741)	(68 454)	(68 454)	(72 561)	(76 189)	(79 999)
Surplus(Deficit)	**5 577**	**4 702**	**3 640**	**1 898**	**1 898**	**15 027**	**18 897**	**18 484**

Standard Classification Description	2011/12	2012/13	2013/14	Current Year 2014/15		2015/16 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Waste Management-Revenue	7 718	8 490	5 976	6 257	6 257	6 647	6 979	7 328
Waste Management-Expenditure	-10 447	-9 714	-9 221	-9 881	-9 881	-12 345	-12 456	-13 745
Surplus(Deficit)	**-4 220**	**-2 729**	**-3 245**	**-3 624**	**-3 624**	**-5 698**	**-5 477**	**-6 417**

The electricity trading surplus is improving over the 2015/16 MTRF from 1.8 million in 2014/15 to R15 million in the current year. The increase is as a result of the R25 million appropriated for capital projects over the MTREF. The municipality still need to strike the balance of recovering the high increase in Eskom bulk purchase as well as illegal connections and the tariff setting policy of the municipality to buffer the impact of these increases on individual consumers.

The Municipality will have to implement a solid waste strategy to ensure that this service can be rendered in a sustainable manner over the medium to long-term. The main contributors to this deficit are repairs and maintenance on vehicles, increases in general expenditure such as petrol and diesel and the cost of remuneration as well as transporting of waste to Pietermaritzburg.

Considering the deficit, it is recommended that a comprehensive investigation into the cost structure of solid waste function be undertaken, and that this include investigating alternative service delivery models.

Council is requested to task the administration in exploring ways of enhancing the waste management towards operating at breakeven.

Refuse Removal tariffs were increase at 6 per cent which is consistent with the CPIX index of 6. Per cent as outlined in MFMA circular No.75

6.4.1 POTENTIAL SOURCES OF INCOME AND REVENUE RAISING STRATEGIES

It is proposed that the following strategies be implemented to address the deficit:

- Traffic law enforcement and the collection of outstanding traffic fines.
- Sweep of all electricity meters to ensure there are no illegal connections or tampering.

- Investigation to be done regarding the high electricity losses and to implement measures to address the losses.
- Only essential and critical posts be filled.
- Restructuring of commercial tariffs.

6.5 DEBT CONTROL MEASURES

The Collection Policy as approved by Council is currently under review. While the adopted policy is credible, sustainable, manageable and informed by affordability and value for money there has been a need to review certain components to achieve a higher collection rate. Some of the possible revisions will include the lowering of the credit periods for the down payment of debt. In addition emphasis will be placed on speeding up the indigent registration process to ensure that credit control and debt collection efforts are not fruitlessly wasted on these debtors.

As most of the indigents within the municipal area are unable to pay for municipal services because they are unemployed, the Integrated Indigent Exit Programme aims to link the registered indigent households to development, skills and job opportunities. The programme also seeks to ensure that all departments as well as external role players are actively involved in the reduction of the number of registered indigent households.

The 2015/16 MTREF has been prepared on the basis of achieving an average debtors' collection rate of 80 per cent on current billings. In addition the collection of debt in excess of 90 days has been prioritised as a pertinent strategy in increasing the Municipality's cash levels. In addition, the potential of a payment incentive scheme is being investigated and if found to be viable will be incorporated into the policy.

6.6 CASH/ LIQUIDITY POSITION

Cash and cash management is vital for both the short-term and long-term survival of the Municipality. It is essential that an effective cash management process is established that will contribute to a positive current ratio, whereby the municipality's turnaround of current assets in relation to current liabilities is at least 2:1. This ratio refers to the Municipality's ability to convert current assets into cash and settle current liabilities within a 12 months period.

6.7 MUNICIPAL BUDGET OVERVIEW

Table 82: MBRR Table A4 - Budgeted Financial Performance (revenue and expenditure)

KZN245 Umvoti - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue By Source									
Property rates	13 799	18 623	21 525	22 598	28 605	28 605	30 321	31 777	33 652
Property rates - penalties & collection charges	1 251	1 127	1 358	1 551	1 300	1 300	1 370	1 444	1 529
Service charges - electricity revenue	42 433	48 680	53 381	56 539	56 539	56 539	62 588	70 086	78 483
Service charges - refuse revenue	5 290	5 534	5 977	6 258	6 258	6 258	6 648	6 980	7 329
Service charges - other	563	708	650	798	798	798	1 455	1 584	1 675
Rental of facilities and equipment	2 819	2 881	3 097	3 107	3 091	3 091	3 526	3 557	3 574
Interest earned - external investments	3 261	3 886	3 641	3 000	3 000	3 000	3 100	3 100	3 150
Interest earned - outstanding debtors	154	170	233	180	180	180	191	200	212
Dividends received									
Fines	491	846	596	805	405	405	425	446	469
Licences and permits	1 914	1 990	1 767	1 955	1 955	1 955	2 170	2 278	2 392
Agency services	970	1 054	1 106	1 150	1 150	1 150	1 150	1 208	1 268
Transfers recognised - operational	44 961	52 018	62 806	66 465	68 778	68 778	91 052	93 296	94 548
Other revenue	841	288	1 203	141	141	141	847	764	803
Gains on disposal of PPE		210	31			10			
Total Revenue (excluding capital transfers and contributions)	**118 737**	**138 015**	**157 370**	**164 546**	**172 198**	**172 208**	**204 843**	**216 719**	**229 084**
Expenditure By Type									
Employee related costs	34 671	40 809	46 069	71 856	60 500	60 500	83 011	83 249	86 666
Remuneration of councillors	4 668	5 488	6 868	6 320	7 820	7 820	8 484	8 909	9 354
Debt impairment	9	3 532	464	4 325	2 700	2 700	2 700	1 500	1 000
Depreciation & asset impairment	16 823	17 560	19 425	21 543	21 973	21 973	21 402	22 585	23 627
Finance charges	23	16					1 364	1 239	1 127
Bulk purchases	29 004	31 537	32 856	41 000	41 000	41 000	46 838	53 162	60 073
Other materials							243	260	274
Contracted services	11 938	13 239	10 628	13 383	10 201	10 201	16 616	16 038	16 558
Transfers and grants	1 103	1 268	2 322	42 544	911	911	2 400	2 529	2 671
Other expenditure	28 649	30 993	36 538	25 383	40 544	40 544	29 099	29 717	33 493
Loss on disposal of PPE									
Total Expenditure	**126 889**	**145 442**	**155 168**	**226 353**	**185 649**	**185 649**	**212 159**	**219 187**	**234 843**
Surplus/(Deficit)	**(8 152)**	**(7 427)**	**2 201**	**(61 808)**	**(13 451)**	**(13 441)**	**(7 316)**	**(2 468)**	**(5 759)**
Transfers recognised - capital	8 604	25 702	21 856	48 386	52 622	52 622	69 570	52 501	40 896
Contributions recognised - capital	–	–	–	–	–	–	–	–	–
Contributed assets		(6 480)							
Surplus/(Deficit) after capital transfers & contributions	**452**	**11 795**	**24 057**	**(13 422)**	**39 171**	**39 181**	**62 254**	**50 033**	**35 137**
Taxation									
Surplus/(Deficit) after taxation	**452**	**11 795**	**24 057**	**(13 422)**	**39 171**	**39 181**	**62 254**	**50 033**	**35 137**
Attributable to minorities									
Surplus/(Deficit) attributable to municipality	**452**	**11 795**	**24 057**	**(13 422)**	**39 171**	**39 181**	**62 254**	**50 033**	**35 137**
Share of surplus/ (deficit) of associate									
Surplus/(Deficit) for the year	**452**	**11 795**	**24 057**	**(13 422)**	**39 171**	**39 181**	**62 254**	**50 033**	**35 137**

6.13 AUDITOR GENERAL'S COMMENTS & RESPONSES IN THE 2013/2014 ANNUAL REPORT

1. **UMVO**TI LOCAL MUNICIPALITY

Type of Opinion: Unqualified with other matters

Table 83: Adequacy of Audit Responses:

STATUS OF AUDIT REPORT	UNQUALIFIED WITH EMPHASIS OF MATTER
NON-COMPLIANCE ISSUES	**REMEDIAL ACTION TAKEN**
Reported targets not consistent with planned indicators and targets	The indicators have been reviewed in the 2014/2015 Organisational Scorecard and SDBIP. The municipality has appointed the Performance Audit Committee members in order to exercise full oversight on the Organisational Performance.
Changes to indicators and targets not approved	The planned indicators and targets for the 2014/2015 financial year have been presented and approved by Council.
Performance targets not specific and measurable	The Performance targets for 2014/2005 financial year have been planned in line with the SMART principles. The municipality has appointed the Performance Audit Committee members in order to exercise full oversight on the Organisational Performance.
Performance indicators not well defined	The performance indicators for the 2014/2015 financial year are well defined, have clear data definitions and are easy to understand and use.
The Performance Audit Committee did not review all the quarterly internal audit reports on performance measurement as required by Municipal Planning and performance management regulation 14(4)(a)(i)	The municipality has appointed the Performance Audit Committee members in order to exercise full oversight on the Organisational Performance.
The performance audit committee did not submit, at least twice during the financial year, an audit report on the review of the performance management system to the council, as required by Municipal planning and performance management regulation 14(4) (a)(iii).	The municipality has appointed the Performance Audit Committee members in order to exercise full oversight on the Organisational Performance.

Goods and services with a transaction value of below R200 000 were procured without obtaining the required price quotations as required by Supply Chain Management (SCM) regulation 17(a) & (c).	The municipality will adhere to the SCM Policy and the requirements of the SCM regulation 17(a) and (c).
The municipality did not evaluate its performance in respect of programmes or functions funded by the Municipal Infrastructure Grant, Municipal Systems Improvement Grant and the Local Government Financial Management Grant allocations, as required by section 12(5) of the Division of Revenue Act.	The municipality will evaluate its performance for all grants received during the 2014/2015 financial year in order to be in line with the requirements of DORA.
The performance management system and related controls were inadequate as it did not describe and represent the processes of performance monitoring and review as required by section 38 of the MSA and regulation 7 of the *Municipal planning and performance management regulations.*	The municipality has prepared the Organizational Performance Management System Framework that specifies internal controls that will be utilized in order to ensure proper monitoring and evaluation.
The accounting officer did not exercise oversight responsibility over compliance with key legislation as well as over the usefulness of performance information.	The MPAC has been established and it will assist the Accounting Officer in exercising the oversight role. The Internal Audit Committee as well as Performance Audit Committee has been established in order to assist with the oversight role.
Management did not implement adequate controls over the preparation of the financial statements to ensure that it complied with the framework resulting in material adjustments to contingent liabilities, capital commitments, irregular expenditure, and trade payables.	The misstatements were corrected and this resulted in the financial statements receiving an unqualified audit opinion.
Inadequate controls were implemented to monitor and review compliance with the applicable laws and regulations.	Council Portfolio Committees (Section 80 & 79) have been established in order to monitor and review compliance with the applicable laws and legislation. Adequate controls such as Audit Committee, MPAC, and OPMS Framework are now in place.
Management did not implement sufficient monitoring controls to ensure that the reported performance was valid and accurate or that performance indicators and targets were consistent and measurable.	The municipality has prepared the Organizational Performance Management System Framework that specifies internal controls that will be utilized in order to ensure proper monitoring and evaluation.
The audit committee did not perform adequate reviews of financial statements, compliance with laws and regulations and the usefulness and reliability of the annual performance report.	The municipality has established the Audit Committee and Performance Audit Committee and the Accounting Officer will ensure that the proper reviews are performed for all the four quarters.
Material losses relating to electricity losses of R5, 10 million (7, 30 million kwh) were incurred.	The municipality will conduct electricity audit during the 2015/2016 financial year and implement the recommendations of the audit.

SECTION 7: ANNUAL OPERATIONAL PLAN (SDBIP)

The Service Delivery Budget Implementation Plan (SDBIP) for 2015/2016 financial year has been submitted with the final IDP. The SDBIP is highlighted in **table 84** below. The A3 copy of the SDBIP is attached as Annexure to this IDP for ease of reference.

IDP FOR 2015 /2016 DRAFT SDBIP FOR 2015/2016																		
IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVE	STRATEGIES	NO	INDICATORS	ANNUAL TARGET	2015/2016			QUARTER 1	Quarter 2	Quarter 3	Quarter 4	Responsible Dept	BUDGET	Portfolio of Evidence	Comments
								Demand	Baseline	Backlog	Projected Target	Projected Target	Projected Target	Projected Target				
	DIFFERENTIATED APPROACH TO MUNICIPAL PLANNING AND SUPPORT	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	To ensure Functional Performance Management System is implemented	Implementation of PMS Policy and framework	1	Date PMS Framework/Policy reviewed and adopted	30-Jun-16	30-Jun-16			n/a	n/a	n/a	30-Jun-16	Planning	Internal	Council Resolution and adopted Framework	
			To improve institutional and organisational capacity	Progress in filling of budgeted posts	2	Number of posts filled	15	15		15	4	4	4	3	Corporate Services		Council Resolution, Appointment letters, Minutes of the Selection Committee	
				Implementation of the Employment Equity Strategy	3	Date of submission of EE Report	15-Jan-16	15-Jan-16			n/a	n/a	15-Jan-16	n/a	Corporate Services	Internal	Report from Department of Labour and copy of National Government Gazette	

				Implementation of the Skills development plan	4.1	Date of submission of Skills Development Plan (WPSP)	30-Jun-16	30-Jun-16			n/a	n/a	n/a	30-Apr-16	Corporate Services	1,706,000.00	Acknowledgement and Assessment Report from LGSETA, advert , minutes of interviews	
					4.2	Budgeted amount spent on implementation of WSP	R 1,706,000.00	R 1,706,000.00			R 200,000	R 750,000	R 378,000	R 378,000	Corporate Services	1,706,000.00	Annual Training Report submitted to LGSETA	
			To facilitate communication	Promoting Customer relations surveys externally	5	Number of Customer Relations surveys conducted	2	2	0	2	1	0	0	1	Municipal Manager's Office	Internal	Customer Services Report, action plan for improvement	
			To implement the I.T Strategy in order to ensure protection of information	Implementation of the I.T Strategy	6	Quarterly progress report submitted to the Municipal Manager	4	4			1	1	1	1	Municipal Manager's Office	R300000.00	Quarterly progress report	
	IMPROVED ACCESS TO BASI SERVICES	BASIC SERVICES	To improve access to electricity services	Eradicate electricity backlog through provision of basic electricity in urban areas	7.1	Number of households with access to electricity (licensed area)	3345	3842	3345	2535	3345	3345	3345	3345	Technical Services	965,000.00	Billing Report	
					7.2	Number of awareness campaigns conducted for electricity conservation	2	2	0	2	n/a	1	n/a	1	Technical Services	Internal	Attendance Register & Report	
				Eradicate electricity backlog through provision of basic electricity	8	Number of rural projects completed (Kwadolo Phase 2, Woolstone,Muden Phase 3 ,Ngome	5 rural projects (2271 connections)	5	2	5	n/a	n/a	2271	n/a	Technical Services	51,200,000.00	Practical completion certification, PCS5	

				in rural areas		Phase 3 and Townlands)												
				Provision of Free Basic electricity	9	Number of existing households with access to free basic electricity in terms of the indigent register	632	396	0	0	632	632	632	632	Finance/Technical Services	1,500,000.00	Indigent Register, Indigent Support Report	
			To improve access to solid waste removal services	Provision of solid waste removal service to the community	10.1	Number of households with access to solid waste removal	3088	3088			3088	3088	3088	3088	Community Services	1,850,000.00	Billing report	
					10.2	Number of businesses with access to solid waste removal	415	415			415	415	415	415	Community Services		Billing report	
					10.3	Number of households with access to free basic waste removal in terms of the indigent register	525	525			525	525	525	525	Community Services	500,000.00	Indigent support register	
					10.4	Tons of waste collected	5000	5000			5000	5000	5000	5000	Community Services	1,850,000.00	Weigh bridge certificate	
			To promote the development of sustainabl	Improve access to adequate shelter	11.1	Reviewed and approved Housing Sector Plan	30-Jun-16	30-Jun-16		0	n/a	n/a	n/a	30-Jun-15	Planning	Internal	Housing Sector Plan, Council Minutes	

			e human settlements and quality housing		11.2	Coordination of Umvoti Housing Forum	4	4	4	0	1	1	1	1	Planning	Internal	Progress reports, Minutes and attendance registers	
					11.3	Quarterly progress report on the implementation of housing projects	4	4	4	0	1 report to MM	1 report to MM	1 report to MM	1 report to MM	Planning	Internal	Quarterly Reports	
			To ensure provision and management of recreational and community facilities	Management for Parks and Recreation Facilities	12	Number of parks and Recreation facilities maintained (Kind Edward Park, Lakhi Sports Field, Merthley Lake, Botanical Gardens, Acacia Park)	5	5	5	0	5	5	5	5	Community Services	Internal	Weekly plan, attendance register, Quarterly report	
				To improve access to public amenities	13.1	Number of library reports submitted	12	12	0	0	3	3	3	3	Community Services	Internal	Monthly Reports	
					13.2	Number of museum reports submitted	12	12	0	0	3	3	3	3	Community Services	Internal	Monthly Reports	
				Management and Maintenance of Public Facilities	14.1	Completion Date of Maintenance Plan	31-Mar-16	1	0	1	n/a	n/a	31-Mar-16	n/a	Technical Services	Internal	Completed Maintenance Plan	
					14.2	Number of public facilities to be constructed	3 crèches, 4 halls,	3 crèches, 4 halls,			n/a	n/a	n/a	3 crèches, 4 halls,	Technical Services	9,600,000.00	Progress Reports and Practical Completion Certificate	
			To improve access to roads	Maintenance of rural and urban roads into	15.1	Kilometres of rural gravel roads maintained	110km	224km	0	114km	30	30	20	30	Technical Services	3,000,000.00	Quarterly Reports, maintenance schedule	

				required standards	15.2	Kilometres of urban roads maintained	30Km	69.38 km	6 km	58.68 km	10Km	5Km	5Km	10Km	Technical Services		Progress Reports & Practical completion certification	
				Construction and rehabilitation of Municipal roads	16	Kilometeres of rural roads constructed	12.7km	12.7km	0		n/a	n/a	n/a	12.7km	Technical Services	13,095,928.08	Progress Reports & Practical completion certification	
	COMMUNITY WORK PROGRAMME IMPLEMENTED AND COOPERATIVES SUPPORTED	LOCAL ECONOMIC DEVELOPMENT	To create an environment conducive to economic growth and development	Job creation through EPWP	17	Total number of jobs created (EPWP)	349	349	349	349	87	174	261	349	Technical Services	1,954,000.00	EPWP Quarterly Reports and beneficiary list	
				Provide support to local businesses	18	Number of SMME's & Cooperatives Supported	20	182	20	162	n/a	5	5	10	Planning	0.00	SMMEs/Coops Plan, training attendance registers	
			To develop the local economy through a sound and effective institutional framework	Ensure effective functioning of Municipal LED Forum	19	Number of LED Forum meetings Held	4	4	2	0	1	1	1	1	Planning	Internal	Minutes, attendance register, agenda	
	DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To ensure the implementation of an effective special programmes plan	Development of a Special Programmes Plan	20	Date of completion of the development of special programmes plan	30-Sep-15	30-Sep-15	0	0	30-Sep-15	n/a	n/a	n/a	Municipal Manager's Office	1,700,000.00	Special Programmes Plan, Council resolution, Notices	
				Implementation of the Special Programmes Plan	21	Quarterly progress report submitted to the Municipal Manager	3	3			n/a	1	1	1	Municipal Manager's Office		Quarterly Report	

			To ensure effective Public Particiation	Implementation of a community participation plan	22	Quarterly progress report submitted to Council	4	4		0	1	1	1	1	Corporate Services	300,000.00	Quarterly progress report, Council minutes	
				Effective and functional ward committees	23	Quarterly functionality report to Council	4	4			1	1	1	1	Corporate Services	Internal	Quarterly functionality report, Council minutes	
			To improve the Municipal Audit opinion and Accountability	Approval and implementation of audit plans	24	Date internal audit plan approved	30-Jul-15	30-Jul-15	0	0	30-Jul-15	n/a	n/a	n/a	Municipal Manager's Office	Internal	Internal Audit Plan	
				Implementation of AG's Action Plan	25	Quarterly progress report submitted to MPAC and Council	4	1	0.9	0.1	1	1	1	1	Municipal Manager's Office	Internal	Quarterly progress report, Council minutes	
				Submission of Audit Committee reports to MPAC and Council	26	Number of AC reports submitted to council and MPAC	4	4	0	0	1	1	1	1	Municipal Manager's Office	Internal	Minutes, AC Reports and attendance register	
			To ensure that Council is Functioning Effectively and Efficiently	Provide secretariat service to all EXCO and Council meetings	27.1	Number of Council Meetings Convened	4	4	0	0	1	1	1	1	Municipal Manager's Office	Internal	Notice of meeting,Minutes Council Resolutions, and attendance register	
					27.2	Number of EXCO Meetings Convened	12	12			3	3	3	3	Municipal Manager's Office	Internal	Notice of meeting,Minutes Council Resolutions, and attendance register	
			To ensure effective fleet management policy implementation	Implementation of the Fleet Management Policy	28	Quarterly progress report submitted to Council	4	4		0	1	1	1	1	Corporate Services	Internal	Quarterly progress report, Council minutes	

			To ensure adequate records management	Proper implementation of the Records Management Plan	29	Quarterly progress report submitted to the Municipal Manager	4	4	0	0	1	1	1	1	Corporate Services	Internal	Quarterly progress report	
	IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To improve Supply Chain Management	Implementation of procurement plan	30	% of Progress on implementation of procurement plan	100%	100%	0	0	25%	50%	75%	100%	Finance	internal	procurement plan, Capital expenditure report	
				Submission of SCM quarterly reports to Council	31	Number of SCM reports to Council	4 SCM reports	4 reports	4	0	1	1	1	1	Finance	internal	SCM reports, council resolution	
			To improve Financial Viability	Improve debt coverage	32	% of Consumer debts outstanding over billed revenue	95%	95%		0	95%	95%	95%	95%	Finance	internal	Consumer debtors report, consumer billing report	
			To improve Asset Management	Review and construct GRAP compliant Asset Register	33	Date of completion	30-Jun-16	GRAP compliant asset register	Asset register	0	n/a	n/a	n/a	30-Jun-16	Finance	internal	Asset Register	
			To ensure efficient Revenue Management	Monthly Billing of all consumers	34	12 Billing reorts	12 Billing reports	12 Billing reports	12 Billing reports	0	3	3	3	3	Finance	internal	Billing Reports	
				Connections and disconnections	35	Monthly disconnection and reconnection reports	12 Billing reports	12 Billing reports	12 Billing reports	0	3	3	3	3	Finance	internal	Disconnection reports, reconnection reports, consumer disconnection notices	
			To improve cash Management	Ensure daily banking and investment of	36	Monthly bank reconciliation statements	12 Bank Reconciliation Statements	12 Bank Reconciliation Statements	monthly bank reconciliations	0	3	3	3	3	Finance	internal	Monthly bank reconciliation	

				surplus funds														
			To achieve efficient Financial Reporting	Prepare financial statements	37.1	Number of financial statements produced	4 Sets of Financial Statements	4 Financial Statements	0	0	1	1	1	1	Finance	internal	Quarterly financial statements	
					37.2	Date of submission of financial statements to AG	31-Aug-15	1 Annual Financial Statement	0	0	31-Aug-15	n/a	n/a	n/a	Finance	internal	Annual Financial statements	
			Improved budget implementation in the municipality	Compliance with legislation (MFMA)	38	Date of the adoption of the 2016/2017 annual budget	31-May-16	31-May-16	0	0	n/a	n/a	n/a	31-May-16	Finance	internal	final annual budget, Council resolutions and advert	
				Optimize the expenditure of capital budget	39	% of Capital Budget spent	100%	100% Capital Budget Expenditure	0	0	25%	50%	75%	100%	Finance	105,731,000.00	Quarterly Expenditure report	
				Optimize expenditure of operational budget	40	% of Operating Budget spent	100%	100% Operating Expenditure Budget	0	0	25%	50%	75%	100%	Finance	212,158,812.00	Quarterly Expenditure Report	
				Full Expenditure of Conditional Grants	41.1	% of Conditional Grants spent as per grants conditions	100%	100% Expenditure of Conditional Grants Gazetted and Received.	0	0	25%	50%	75%	100%	Finance	160,642,000.00	Quarterly Expenditure Report	
					41.2	No. of Performance evaluation reports on Conditional Grants	4	4			1	1	1	1	Finance		Performance evaluation reports on Conditional Grants	

				Curbing of distributio n losses	42	% of distribution losses incurred	10%	10%	0	0	2.5%	5%	7.5%	10%	Finance	internal	Quarterly Distribution loss Report	
	IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATION CAPABILITY	CROSS CUTTING INTERVENTIONS	To ensure efficient and credible strategic and spatial municipal planning	Revision of a Credible Integrated Developm ent Plan	43 .1	Date of adoption of the 2016/17 IDP Process Plan	28-Aug-15	28-Aug-15	Draft 2014/15 IDP Process Plan	0	29-Aug-14	n/a	n/a	n/a	Planning	internal	IDP Process Plan, Council Resolution, advert and COGTA comments	
					43 .2	Date of Approval of Draft IDP Review for 2016/17 financial year	25-Mar-16	25-Mar-16		0	n/a	n/a	26-Mar-15	n/a	Planning	internal	Draft IDP and Council Resolution	
					43 .3	Date of adoption of final 2016/17 IDP Review	30-Jun-16	30-Jun-16		0	n/a	n/a	n/a	25-Jun-15	Planning	internal	Final IDP, Council Resolution and adverts	
					43 .4	Number of IDP Roadshows/Iz imbizo held before 30 April 2016	16	16	14	0	n/a	n/a	n/a	16	Planning	300,000.0 0	Attendance Registers, IDP Public Participation Report	
				Implement ation of the Spatial Planning and Land Use Managem ent Act (SPLUMA)	44	Quarterly progress report submitted to the Municipal Manager	4	4	4	0	1	1	1	1	Planning	internal	Quarterly progress report	
				Implement ation of the National Building Standards and Regulation s Act	45	Quarterly progress report submitted to the Municipal Manager	4	4	4	0	1	1	1	1	Planning	internal	Quarterly progress report	

				Review Spatial Development Framework	46	Date of adoption of reviewed Spatial Development framework	30-Jun-15	30-Jun-15	Existing SDF	0	0	n/a	n/a	30-Jun-15	Planning	internal	Reviewed and adopted SDF	
			To ensure sustainable protection and development of the environment	Effective and compliant waste management implementation	47	Date of adoption of reviewed Integrated waste management plan	30-Jun-16	30-Jun-16	current/existing IWMP	0	n/a	n/a	n/a	30-Jun-16	Community Services	internal	Council resolution, minutes, copy of the adopted IWMP	
			To ensure effective disaster management	Disaster response and recovery	48	Disaster response turnaround time	within 72 hours	within 72 hours	within 72 hours	0	within 72 hours	within 72 hours	within 72 hours	within 72 hours	Community Services	500,000.00	Assessment Report	
				Road Safety, Fire & Disaster Awareness Campaigns	49	Number of public awareness campaigns conducted	12	12	12	0	3	3	3	3	Community Services	internal	Attendance Register, Quarterly Report	
				Establishment of disaster management Structures and systems	50.1	Date of adoption of reviewed Disaster Management Plan (risk assessment)	31-Mar-15	0	0	0	n/a	n/a	31-Mar-15	n/a	Community Services	internal	Adopted Disaster Management Plan	
					50.2	Number of Disaster Management Forum meetings	4	4	4	0	1	1	1	1	Community Services	internal	Invitation, Agenda, Minutes and attendance register	

			To create a safe and conducive environment	Conduct road blocks to enforce the law	51	Number of road blocks conducted.	48	48	48	0	12	12	12	12	Community Services	internal	Attendance Register, Road block schedule, & Quarterly road block checklist	
				Time management (response time) for incidents and accidents	52	Accident Response Time	2 hours	2 hours		0	2 hours	2 hours	2 hours	2 hours	Community Services	internal	Occurrence Book and Accident report	

SECTION 8: ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

8.1 BACKGROUND TO MUNICIPAL PERFORMANCE REPORTING

The Umvoti Local Municipality's Annual Performance Report is compiled in terms of the legislative requirements of Chapter 6 of the Municipal Systems Act, 32 of 2000 and Chapter 12 for the Municipal Finance Management Act, 56 of 2003. The Municipal Systems Act prescribes the role of each sphere of government in the municipal performance reporting. These are illustrated as follows:

Local sphere of Government – In terms of section 46 of the Municipal Systems Act 32 of 2000,

1. *municipalities must prepare for each financial year a performance report reflecting*

a) *The performance of the municipality and of each external service provider during that financial year,*

b) *A comparison of the performances referred to in paragraph (a) with targets set for and performances in the previous financial year; and*

c) *Measures taken to improve performance*

2. *An annual performance report must form part of the municipality's annual report in terms of Chapter 12 of the Municipal Finance Management Act*

Provincial sphere of Government - In terms of section 47 of the Municipal Systems Act 32 of 2000,

1. *The MEC for Local Government must annually compile and submit to the provincial legislatures and the Minister a consolidated report on the performance of municipalities in the province*

2. *The report must*

a) *Identify municipalities that under-performed during the year*

b) *Propose remedial action to be taken; and*

c) *Be published in the Provincial Gazette*

3. *The MEC for local government must submit a copy of the report to the National Council of Provinces*

National sphere of Government - In terms of section 47 of the Municipal Systems Act 32 of 2000,

1. *The Minister must annually compile and submit to Parliament and the MECs for Local Government a consolidated report of local government performance in terms of general key performance indicators.*

2. *The reports must be published in the Gazette*

The Municipality's OPMS is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives set out in the IDP. The system should fulfil the following objectives:

- **Facilitate increased accountability:** The performance management system should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team.

- **Support municipal oversight**: The performance management system should support oversight by the Council and community over the performance of the Executive Committee and Municipal Administration.

- **Facilitate learning and improvement**: The OPMS should facilitate learning in order to enable the Municipality to improve delivery.

- **Provide early warning signals**: It is important that the system ensures decision-makers are timeously informed of performance related risks, so that they can facilitate intervention where necessary.

- **Facilitate decision-making**: The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

The objectives listed above are not exhaustive, but summarise the intended benefits of the system. These intended objectives should be used to evaluate and review the performance management system on a regular basis (see section 11.3).

8.2SCORECARD

Umvoti Municipality Organisational Performance Management Scorecard has been submitted to Council with the final IDP and will be used for reporting on quarterly basis. A3 copies of the Scorecard are Annexed to this IDP for ease of reference.

Table 85: 2015/16 Organisational Scorecard

IDP FOR 2015 /2016 ORGANISATIONAL SCORECARD FOR 2015/2016																	
IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVE	STRATEGIES	NO	INDICATORS	ANNUAL TARGET	2015/2016			QUARTER 1	Quarter 2	Quarter 3	Quarter 4	Responsible Dept	Portfolio of Evidence	Comments
								Demand	Baseline	Backlog	Projected Target	Projected Target	Projected Target	Projected Target			
	DIFFERENTIATED APPROACH TO MUNICIPAL PLANNING AND SUPPORT	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	To ensure Functional Performance Management System is implemented	Implementation of PMS Policy and framework	1	Date PMS Framework/Policy reviewed and adopted	30-Jun-16	30-Jun-16			n/a	n/a	n/a	30-Jun-16	Planning	Council Resolution and adopted Framework	
			To improve institutional and organisational capacity	Progress in filling of budgeted posts	2	Number of posts filled	15	15		15	4	4	4	3	Corporate Services	Council Resolution, Appointment letters, Minutes of the Selection Committee	
				Implementation of the Employment Equity Strategy	3	Date of submission of EE Report	15-Jan-16	15-Jan-16			n/a	n/a	15-Jan-16	n/a	Corporate Services	Report from Department of Labour and copy of National Government Gazette	
				Implementation of the Skills development plan	4.1	Date of submission of Skills Development Plan (WPSP)	30-Apr-16	30-Apr-16			n/a	n/a	n/a	30-Apr-16	Corporate Services	Acknowledgement and Assessment Report from LGSETA, advert , minutes of interviews	

					4.2	budgeted amount spent on implementation of WSP	R 1,706,000.00	R 1,706,000.00			R 200,000	R 750,000	R 378,000	R 378,000	Corporate Services	Annual Training Report submitted to LGSETA	
			To facilitate communication	Promoting Customer relations surveys externally	5	Number of Customer Relations surveys conducted	2	2	0	2	1	0	0	1	Municipal Manager's Office	Customer Services Report, action plan for improvement	
			To implement the I.T Strategy in order to ensure protection of information	Implementation of the I.T Strategy	6	Quarterly progress report submitted to the Municipal Manager	4	4			1	1	1	1	Municipal Manager's Office	Quarterly progress report	
	IMPROVED ACCESS TO BASI SERVICES	BASIC SERVICES	To improve access to electricity services	Eradicate electricity backlog through provision of basic electricity in urban areas	7.1	Number of households with access to electricity (licensed area)	3345	3842	3345	2535	3345	3345	3345	3345	Technical Services	Billing Report	
					7.2	Number of awareness campaigns conducted for electricity conservation	2	2	0	2	n/a	1	n/a	1	Technical Services	Attendance Register & Report	
				Eradicate electricity backlog through provision of basic electricity in rural areas	8	Number of rural projects completed (Kwadolo Phase 2, Woolstone,Muden Phase 3 ,Ngome Phase 3 and Townlands)	5 rural projects (2271 connections)	5	2	5	n/a	n/a	2271	n/a	Technical Services	Practical completion certification, PCS5	
				Provision of Free Basic electricity	9	Number of existing households with access to free basic electricity in terms of the indigent register	632	396	0	0	632	632	632	632	Finance/Technical Services	Indigent Register, Indigent Support Report	

			To improve access to solid waste removal services	provision of solid waste removal service to the community	10.1	Number of households with access to solid waste removal	3088	3088			3088	3088	3088	3088	Community Services	Billing report	
					10.2	Number of businesses with access to solid waste removal	415	3088			415	415	415	415	Community Services	Billing report	
					10.3	Number of households with access to free basic waste removal in terms of the indigent register	525	3088			525	525	525	525	Community Services	Indigent support register	
					10.4	Tons of waste collected	5000	5000			5000	5000	5000	5000	Community Services	Weigh bridge certificate	
			To promote the development of sustainable human settlements and quality housing	Improve access to adequate shelter	11.1	Reviewed and approved Housing Sector Plan	30-Jun-16	30-Jun-16		0	n/a	n/a	n/a	30-Jun-15	Planning	Housing Sector Plan, Council Minutes	
					11.2	Coordination of Umvoti Housing Forum	4	4	4	0	1	1	1	1	Planning	Progress reports, Minutes and attendance registers	
					11.3	Quarterly progress report on the implementation of housing projects	4	4	4	0	1 report to MM	1 report to MM	1 report to MM	1 report to MM	Planning	Quarterly Reports	
			To ensure provision and management of recreational and community facilities	Management for Parks and Recreation Facilities	12	Number of parks and Recreation facilities maintained (Kind Edward Park, Lakhi Sports Field, Merthley Lake, Botanical	5	5	5	0	5	5	5	5	Community Services	Weekly plan, attendance register, Quarterly report	

					Gardens, Acacia Park)												
				To improve access to public amenities	13.1	Number of library reports submitted	12	12	0	0	3	3	3	3	Community Services	Monthly Reports	
					13.2	Number of museum reports submitted	12	12	0	0	3	3	3	3	Community Services	Monthly Reports	
				Management and Maintenance of Public Facilities	14.1	Completion Date of Maintenance Plan	31-Mar-16	1	0	1	n/a	n/a	31-Mar-16	n/a	Technical Services	Completed Maintenance Plan	
					14.2	Number of public facilities to be constructed	3 crèches, 4 halls,	3 crèches, 4 halls,			n/a	n/a	n/a	3 crèches, 4 halls,	Technical Services	Progress Reports and Practical Completion Certificate	
			To improve access to roads	Maintenance of rural and urban roads into required standards	15.1	Kilometres of rural gravel roads maintained	110km	224km	0	114km	30	30	20	30	Technical Services	Quarterly Reports, maintenance schedule	
					15.2	Kilometres of urban roads maintained	30Km	69.38 km	6 km	58.68 km	10Km	5Km	5Km	10Km	Technical Services	Progress Reports & Practical completion certification	
				Construction and rehabilitation of Municipal roads	16	Kilometeres of rural roads constructed	12.7km		0		n/a	n/a	n/a	12.7km	Technical Services	Progress Reports & Practical completion certification	
	COMMUNITY WORK PROGRAMME	**LOCAL ECONOMIC DEVELOPMENT**	To create an environment conducive	Job creation through EPWP	17	Total number of jobs created (EPWP)	349	349	349	349	87	174	261	349	Technical Services	EPWP Quarterly Reports and beneficiary list	

			to economic growth and development	Provide support to local businesses	18	Number of SMME's & Cooperatives Supported	20	182	20	162	n/a	5	5	10	Planning	SMMEs/Coops Plan, training attendance registers	
			To develop the local economy through a sound and effective institutional framework	Ensure effective functioning of Municipal LED Forum	19	Number of LED Forum meetings Held	4	4	2	0	1	1	1	1	Planning	Minutes, attendance register, agenda	
	DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM	GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To ensure the implementation of an effective special programmes plan	Development of a Special Programmes Plan	20	Date of completion of the development of special programmes plan	30-Sep-15	30-Sep-15	0	0	30-Sep-15	n/a	n/a	n/a	Municipal Manager's Office	Special Programmes Plan, Council resolution, Notices	
				Implementation of the Special Programmes Plan	21	Quarterly progress report submitted to the Municipal Manager	3	3			n/a	1	1	1	Municipal Manager's Office	Quarterly Report	
			To ensure effective Public Particiation	Implementation of a community participation plan	22	Quarterly progress report submitted to Council	4	4		0	1	1	1	1	Corporate Services	Quarterly progress report, Council minutes	
				Effective and functional ward committees	23	Quarterly functionality report to Council	4	4			1	1	1	1	Corporate Services	Quarterly functionality report, Council minutes	
			To improve the Municipal Audit opinion and Accountability	Approval and implementation of audit plans	24	Date internal audit plan approved	30-Jul-15	30-Jul-15	0	0	30-Jul-15	n/a	n/a	n/a	Municipal Manager's Office	Internal Audit Plan	
				Implementation of AG's Action Plan	25	Quarterly progress report submitted to MPAC and Council	4	1	0.9	0.1	1	1	1	1	Municipal Manager's Office	Quarterly progress report, Council minutes	
				Submission of Audit Committee reports to	26	Number of AC reports submitted to council and MPAC	4	4	0	0	1	1	1	1	Municipal Manager's Office	Minutes, AC Reports and attendance register	

				MPAC and Council													
			To ensure that Council is Functioning Effectively and Efficiently	Provide secretariatsevic to all EXCO and Council meetings	27.1	Number of Council Meetings Convened	4	4	0	0	1	1	1	1	Municipal Manager's Office	Notice of meeting,Minutes Council Resolutions, and attendance register	
					27.2	Number of EXCO Meetings Convened	12	12			3	3	3	3	Municipal Manager's Office	Notice of meeting,Minutes Council Resolutions, and attendance register	
			To ensure effective fleet management policy implementation	implementation of the Fleet Management Policy	28	Quarterly progress report submitted to Council	4	4		0	1	1	1	1	Corporate Services	Quarterly progress report, Council minutes	
			To ensure adequate records management	Proper implementation of the records Management Plan	29	Quarterly progress report submitted to the Municipal Manager	4	4	0	0	1	1	1	1	Corporate Services	Quarterly Progress Report	
	IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To improve Supply Chain Management	Implementation of procurement plan	30	% of Progress on implementation of procurement plan	100%		0	0	25%	50%	75%	100%	Finance	procurement plan, Capital expenditure report	
				Submission of SCM quarterly reports to Council	31	Number of SCM reports to Council	4 SCM reports	4 reports	4	0	1	1	1	1	Finance	SCM reports, council resolution	
			To improve Financial Viability	Improve debt coverage	32	% of Consumer debts outstanding over billed revenue	95%			0	95%	95%	95%	95%	Finance	Consumer debtors report, consumer billing report	

			To improve Asset Management	Review and construct GRAP compliant Asset Register	33	Date of completion	30-Jun-16	GRAP compliant asset register	Asset register	0	n/a	n/a	n/a	30-Jun-16	Finance	Asset Register	
			To ensure efficient Revenue Management	Monthly Billing of all consumers	34	12 Billing reorts	12 Billing reports	12 Billing reports	12 Billing reports	0	3	3	3	3	Finance	Billing Reports	
				connections and disconnections	35	Monthly disconnection and reconnection reports	12 Billing reports	12 Billing reports	12 Billing reports	0	3	3	3	3	Finance	Disconnection reports, reconnection reports, consumer disconnection notices	
			To improve cash Management	Ensure daily banking and investment of surplus funds	36	Monthly bank reconciliation statements	12 Bank Reconciliation Statements	12 Bank Reconciliation Statements	monthly bank reconciliations	0	3	3	3	3	Finance	Monthly bank reconciliation	
			To achieve efficient Financial Reporting	Prepare financial statements	37.1	Number of financial statements produced	4 Sets of Financial Statements	4 Financial Statements	0	0	1	1	1	1	Finance	Quarterly financial statements	
					37.2	Date of submission of financial statements to AG	31-Aug-15	1 Annual Financial Statement	0	0	31-Aug-15	n/a	n/a	n/a	Finance	Annual Financial statements	
			Improved budget implementation in the municipality	Compliance with legislation (MFMA)	38	Date of the adoption of the 2016/2017 annual budget	31-May-16		0	0	n/a	n/a	n/a	31-May-16	Finance	final annual budget, Council resolutions and advert	
				Optimize the expenditure of capital budget	39	% of Capital Budget spent	100%	100% Capital Budget Expenditure	0	0	25%	50%	75%	100%	Finance	Quarterly Expenditure report	
				Optimize expenditure of operational budget	40	% of Operating Budget spent	100%	100% Operating Expenditure Budget	0	0	25%	50%	75%	100%	Finance	Quarterly Expenditure Report	

				Full Expenditure of Conditional Grants	41.1	% of Conditional Grants spent as per grants conditions	100%	100% Expenditure of Conditional Grants Gazetted and Received.	0	0	25%	50%	75%	100%	Finance	Quarterly Expenditure Report	
					41.2	No. of Performance evaluation reports on Conditional Grants	4				1	1	1	1	Finance	Performance evaluation reports on Conditional Grants	
				Curbing of distribution losses	42	% of distribution losses incurred	10%		0	0	2.5%	5%	7.5%	10%	Finance	Quarterly Distribution loss Report	
	IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATION CAPABILITY	CROSS CUTTING INTERVENTIONS	to ensure efficient and credible strategic and spatial municipal planning	Revision of a Credible Integrated Development Plan	43.1	Date of adoption of the 2016/17 IDP Process Plan	28-Aug-15	0	Draft 2014/15 IDP Process Plan	0	29-Aug-14	n/a	n/a	n/a	Planning	IDP Process Plan, Council Resolution, advert and COGTA comments	
					43.2	Date of Approval of Draft IDP Review for 2016/17 financial year	25-Mar-16	0		0	n/a	n/a	26-Mar-15	n/a	Planning	Draft IDP and Council Resolution	
					43.3	Date of adoption of final 2016/17 IDP Review	30-Jun-16	0		0	n/a	n/a	n/a	25-Jun-15	Planning	Final IDP, Council Resolution and adverts	
					43.4	Number of IDP Roadshows/Izimbizo held before 30 April 2016	16	16	14	0	n/a	n/a	n/a	16	Planning	Attendance Registers, IDP Public Participation Report	

				Implementation of the Spatial Planning and Land Use Management Act (SPLUMA)	44	Quarterly progress report submitted to the Municipal Manager	4	4	4	0	1	1	1	1	Planning	Quarterly progress report	
				Implementation of the National Building Standards and Regulations Act	45	Quarterly progress report submitted to the Municipal Manager	4	4	4	0	1	1	1	1	Planning	Quarterly progress report	
				Review Spatial Development Framework	46	Date of adoption of reviewed Spatial Development framework	201/06/30	30-Jun-15	Existing SDF	0	0	n/a	n/a	30-Jun-15	Planning	Reviewed and adopted SDF	SDF to be reviewed with the assistance of COGTA and Umzinyathi District
			To ensure sustainable protection and development of the environment	Effective and compliant waste management implementation	47	Date of adoption of reviewed Integrated waste management plan	30-Jun-16	30-Jun-16	current/existing IWMP	0	n/a	n/a	n/a	30-Jun-16	Community Services	Council resolution, minutes, copy of the adopted IWMP	
			To ensure effective disaster management	Disaster response and recovery	48	Disaster response turnaround time	within 72 hours	within 72 hours	within 72 hours	0	within 72 hours	within 72 hours	within 72 hours	within 72 hours	Community Services	Assessment Report	
				Road Safety, Fire & Disaster Awareness Campaigns	49	Number of public awareness campaigns conducted	12	12	12	0	3	3	3	3	Community Services	Attendance Register, Quarterly Report	

				Establishment of disaster management Structures and systems	50.1	Date of adoption of reviewed Disaster Management Plan (risk assessment)	31-Mar-15	0	0	0	n/a	n/a	31-Mar-15	n/a	Community Services	Adopted Disaster Management Plan	
					50.2	Number of Disaster Management Forum meetings	4	4	4	0	1	1	1	1	Community Services	Invitation, Agenda, Minutes and attendance register	
			To create a safe and conducive environment	Conduct road blocks to enforce the law	51	Number of road blocks conducted.	48	48	48	0	12	12	12	12	Community Services	Attendance Register, Road block schedule, & Quarterly road block checklist	
				Time management (response time) for incidents and accidents	52	Accident Response Time	2 hours	2 hours		0	2 hours	2 hours	2 hours	2 hours	Community Services	Occurrence Book and Accident report	

8.3 MONITORING, EVALUATION AND REVIEW

8.3.1 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

The Draft Umvoti OPMS Framework recommends that the organisational scorecard of the Municipality be reported on a quarterly basis to the Executive Committee. The same will apply to the various departmental SDBIPs.

Performance monitoring requires that in between the formal cycle of performance measurement, appropriate action should be taken if it becomes evident through monitoring that a specific performance target is not going to be met. It is therefore proposed that at least on a weekly basis departmental Managers track performance trends against targets for those indicators that lie within their area of accountability in order to identify performance related problems as early as possible and take to take timely and appropriate remedial action.

It is further recommended that each Manager delegate to their direct line manager the responsibility to monitor the performance for his/her sector/section. Such line managers are, after all, best placed given their understanding of their sector to monitor on a regular basis whether targets are currently being met or will be met in future, what is contributing to the current level of performance, or lack thereof, and what interim remedial action needs to be undertaken.

The following table, based on the legislative framework for performance management and the Draft OPMS framework, provides a summary of the various performance reporting deadlines which apply to the Municipality:

Table 86: PMS Reporting requirements

REPORT	FREQUENCY	REPORTING STRUCTURE FOR CONSIDERATION AND/REVIEW	REMARKS
1. Monthly budget statements	Monthly	Mayor (in consultation with EXCO)	See sections 71 and 54 of the MFMA
2. SDBIP's	Quarterly	Executive Committee	See MFMA Circular 13 of National Treasury for further information
3. Organizational Scorecard	Quarterly	Executive Committee and then in terms of an EXCO report to Full Council	OPMS Framework (see section 7.5.1 above)
4. Implementation of the budget and financial state of affairs of the Municipality	Quarterly	Council	See Section 52 of the MFMA
5. Mid-Year budget and performance assessment	Once a year during January of each year	Mayor (in consultation with EXCO)	See sections 54 and 72 of the MFMA

6. Performance Report	Annually	Council	See section 46 of the Municipal Systems Act as amended. Said report to form part of the annual report (see 7 below)
7. Annual Report	Annually	Council	See Chapter 12 of the MFMA
8. Oversight Report	Annually	Council	See Chapter 12 of the MFMA

8.3.2 INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

The performance of individuals is measured against personal performance targets, which are set in accordance with job descriptions and their roles linked to the strategy of the municipality and the business plans (SDBIP's) of the operational units (departments) at a municipality. At section 57 level the 2006 Municipal Performance Regulations for Municipal Managers and Managers reporting directly to Municipal Managers has put in place a legislative Framework for linking the individual performance of section 56/57 Managers to the strategy and operations of a municipality.

In respect of the 2015/16 financial year, performance agreements will be completed, signed and submitted to COGTA by 31 July 2015.

SECTION J: APPENDICES

Umvoti Municipality has developed a number of Sector Plans which are aimed at assisting the municipality in making well informed decisions to enable effective implementation thereby improving the quality of life for our respective communities. A table hereunder indicates the sector plans that have been prepared by the municipality to date and their status:

Table 87: Sector Plans and status

SECTOR PLAN	COMPILING AGENT	Completed? (Y/N)	Adoption Date (if adopted)
Housing Plan	LM	Complete	Review adopted 30 June 2015
Umvoti Local Economic Development Strategy	LM	Completed (November 2013)	13 June 2014
Umvoti Spatial Development Framework	LM	Completed (November 2013)	Review adopted 30 June 2015
Urban Land Use Management Scheme	LM	Completed	Need to be reviewed
Electrification Service Delivery Plan	LM	Completed	Need to be reviewed
Disaster Management Plan	LM	Completed	Has been reviewed
Integrated Waste Management Plan	LM	Completed	Need to be reviewed